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ABSTRACT

The organization of each unit, section, department, division, and group of the Columbia University Library is described by listing principal administrator, parent unit, role, objectives, functions, key working relationships, reports produced, and performance and evaluative criteria. The hierarchical structure of the library is indicated in the organization of the document. The office of information services, the university librarian, and the personnel and planning offices are described first, followed by the various units of the library resources group, the library technical support group, and the library services group. This last group includes reference and major subject divisions. Five other Columbia libraries and their subdivisions are similarly described. These are the Health Sciences Library, the Avery (arts) Library, the Rare Book and Manuscript Library, the East Asian Library, and the Law Library. The implementation of 1970 managmeent study recommendations is discussed in the introduction. Some organization charts are included, and the members of the organization task force are listed. (LS)

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COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

THE LIBRARIES

THE ADMINISTRATIVE ORGANIZATION OF THE LIBRARIES OF COLUMBIA UNIVERSITY: A DETAILED DESCRIPTION

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PREFACE

Library organizations, like all organizations, are dynamic structures. To function effectively, they must be flexible enough to change as the environment in which they operate changes, as new internal demands arise, or as experience suggests improved structural arrangements. Organization charts and descriptions document the relationships that component units of an organization bear to each other for authority, responsibility and reporting purposes as they strive to accomplish the goals of the organization. The arrangement of a library organization may be functional, mission oriented, product oriented, geographic, or some combination of these. It is intended to provide an effective structure for directing, motivating and monitoring the activities of the organizational components and the individuals comprising them.

The best organizational arrangement will not assure the successful achievement of library goals. That depends on the quality of management and staff and the degree of common understanding both of those goals and of the means to achieve them. It will not assure the efficient or cost effective achievement of library goals. That depends on the skill of the staff and the procedures adopted by management to perform the work at hand. Finally, it will not assure the coordination of library-wide efforts without some mechanism for communicating across hierarchical lines.

The organizational structure, then, is only one part of a complex set of conditions which must exist for library success. If these conditions are inherent in the capabilities of the staff and in the managerial and operational procedures of the library, then the likelihood of success is increased. If they are not integral to the library, they can be introduced through training and through changes in the way the library functions. Management training can provide supervisors with concepts and methods of effective management which, ideally, will be assimilated into their regular operating mode. Skills training and participation in professional activities can upgrade the capabilities of professional and supporting staff. Systems analysis and technology can lead to improved operating procedures. Mandatory performance evaluation and procedures for job classification, vacancy posting, promotion and hiring can help create an environment of open and fair personnel practices with opportunities for staff to advance and understand their performance status. Mechanisms for staff participation in decisions related to service and operating directions, and mechanisms for managers to discuss and resolve issues of common interest can provide means to apply expertise from throughout the library to problems at hand and to new possibilities for improvement.

The unit descriptions and structural relationships in "The Administrative Organization of the Libraries of Columbia University" depict the basic arrangement, broad objectives, and general functions of the Libraries' service and operating units. The descriptions do not cover many specific management programs, although one might correctly infer some Columbia characteristics from some of the unit descriptions.

Examples of such management programs are:

- the active staff development and training programs for supervisory, professional, regular supporting and student staff;

- the systems development activities which have resulted in computer-based order processing, fund accounting, circulation, reserves, union lists of serials and specialized literature indexing, and which are currently directed towards cataloging and serials processing;

- the two-dimensional position classification system based on a matrix of job responsibilities and a combination of work performance and professional activities;

- the regular performance evaluation program and the peer evaluation system for advancement in rank, administered by the Professional Review Committee;

- the detailed studies for the University Librarian performed by the Professional Advisory Committee, a group of ten librarians selected from throughout the professional staff;

- the issue and decision-oriented discussions of the Library Operations Committee, comprising the senior management of the Libraries from the Division Chief level upwards;

- the work of the Representative Committee of Librarians in contributing to effective communications among the professional staff;

- the union contract covering most regular supporting staff members and providing for them equal advancement opportunities, means to redress dissatisfaction, and collective bargaining related to terms and conditions of employment.

All of these are major elements in the complete organization of the Columbia Libraries. They operate within and make viable the structure depicted here, but do not necessarily appear in this volume of formal descriptions. It might be said that all organizations work. How effectively a particular organization works is ultimately a function of the total management of this complex enterprise. That vitality accounts for the changes which have been made since the original implementation of the new organization and which are reflected in this revised edition.

This edition also contains completed descriptions for the libraries designated as "distinctive collections" in the original Booz, Allen and Hamilton study. The work of defining each of these components was conducted by a task force chaired by the librarian of the collection being reviewed. The methodology and background of the organizational review which produced these descriptions are described in the introduction to the original volume, also included in this revised edition. The prevailing organizational philosophy in restructuring these libraries stemmed from the original study and emphasized the close association of research and educational services and of access and support services. In addition to the structural changes effected, the names of two of these libraries were changed to reflect more accurately their principal concerns. These are the Health Sciences Library, changed from Medical Library, and the Rare Book and Manuscript Library, changed from Special Collections.

Implementation of the new organization in the Avery and East Asian Libraries will depend somewhat on changes in physical facilities. Expansion of the Avery Library is in progress. When it is completed, the architecture and fine arts collections will be housed together with an expanded circulating collection of architecture and urban planning materials. The unified facilities will make a centralized administrative structure feasible.

The East Asian Library now comprises three vernacular language sections and a western language section, all separately classified and shelved. Discussions have taken place regarding consolidation of new acquisitions in these collections under the Library of Congress classification system. This will require additional space for shelving the consolidated collection.

Changes which were made in the organization based on our working experience and on forseeable fiscal constraints include the following:

- the term "Center" was changed to "Division" for the major discipline-oriented service organizations to indicate more clearly that these are administrative units rather than physical facilities. Hence these became the Humanistic and Historical Studies Division, the Science and Engineering Division, and the Social Science Division.

- the Paterno Library, a collection of Italian history and literature, was placed under the direct administration of the Humanistic and Historical Studies Division rather than reporting indirectly through the Access Services Department of that Division.

- the Resource Utilization Office was retained in concept, but moved to the Services Group and changed to the Service Program Development Office. This was to facilitate its role in implementing innovative service programs.

- Resource Committees have been formed for each of the service Divisions to apply more effectively the dual reporting relationships of staff members with collection development as well as public service responsibilities. The Committee chairpersons report to the Director of the Resources Group.

- the Support Group was restructured to reduce the number of departments reporting to the Director. The original span of control of that organization, with nine units responsible to one individual, was too broad and consequently unwieldy. In effecting the change, logically related functions were administratively unified.

    . an Acquisitions Department was created, comprising sections responsible for Book Acquisitions and Accessioning, Documents Acquisitions, Serials Acquisitions, and Gifts and Exchange programs.

- the Data Control Department was made the parent unit for the Card Production Section. As the Libraries implement computer-based cataloging, the responsibilities of the Card Production Section will coalesce with those of Data Control, the systems input and quality control unit.

-- the structure of the Engineering Library was simplified and the anticipated major unit for access services, comprising circulation, reserves, and materials processing, was not implemented.

Structural change in the future may not come as rapidly or be as drastic as it has in the past few years. However, we do look forward to continued refinement in the organizational arrangement of the Libraries as a reflection of the dynamic environment in which we operate and as a mark of our continuing efforts to improve service to the scholarly community.

Jerome Yavarkovsky
Assistant University Librarian
for Planning

November, 1975

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INTRODUCTION

In 1969-1970, a preliminary investigation of problems in university library management was commissioned by the Association of Research Libraries in cooperation with the American Council on Education and with the support of the Council on Library Resources, Inc. That investigation found that generally the organization arrangements in research libraries "are too informal, poorly matched to current and emerging requirements and designed without benefit of modern management approaches" and that these institutions often have "inadequate staffing and provision for staff development."

In an effort to examine these issues in greater depth and to strengthen the organization and staffing of research libraries, the Association of Research Libraries sponsored a case study at the Columbia University Libraries, again in cooperation with the American Council on Education and the Council on Library Resources. The study team comprised representatives of Booz, Allen & Hamilton, Inc. and the University Library Management Studies Office of the Association of Research Libraries. Columbia was selected because it is in many ways representative of university and research libraries, and because its administration and faculty are dedicated to constructive change and improvement. Although several general principles and recommendations may be derived from the study, it was not intended to create a prototypical structure for all university libraries. Rather, it was undertaken to help prepare Columbia for its own distinctive future while possibly indicating administrative directions in which comparable libraries might proceed in order to enhance their own operations.

The unit descriptions in this present volume carry the study recommendations to a level of detail even more uniquely identified with the Columbia Libraries. They were developed entirely by the staff of the Libraries as part of the analysis and implementation of the study recommendations. The descriptions are valuable to some degree as general statements of purpose for components of all libraries but they are particularly meaningful as extensions of the case study. For this reason, the complete study report[1] should be examined to achieve the best understanding of the descriptions and their context.

The recommendations of the initial study team were comprehensive and forward reaching. They called for restructuring the Libraries to underscore functional relationships, with special attention to such goals as:

- -linking resource development with resource utilization,
- -fostering a higher level of expertise in the delivery of services, and
- -consolidating the wide range of internal services required to support all aspects of operations of a major academic research library.

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1. Association of Research Libraries, "Organization and Staffing of the Libraries of Columbia University: A Case Study," Redgrave Information Resources Corporation, Westport, Conn., 1973.

This refinement of concepts that fostered the traditional public service/technical service alignment was intended to provide an organization which would respond more effectively to the changing university and service environment and which would be able to provide better opportunities for individuals to develop professionally.

In considering the implementation of this approach to library organization and the reconceptualizations it entailed of the role of the library in the university, several needs were apparent to the Libraries' administration. First, because of the size of the Libraries and their complexity, there was a need to thoroughly analyze and refine the recommendations to be sure they were realistic and viable. For the same reasons, it was necessary to specify in detail what the organization would be and how it would work. Finally, it was important to achieve within the staff the broadest comprehension of the significance of the report and its implications by engaging the maximum number of professional staff members in the analysis and determination of the new structure and operating mode. Widespread participation would apply to these tasks the collective intelligence and breadth of library experience represented in the staff, whether that experience derived from years of responsibility in librarianship or recent graduate study in library school. It would allow scrutiny of the recommendations by library professionals intimately familiar with the Columbia library system to ensure that the proposed organization changes would work. Above all, it was believed essential to the spirit of the recommendations and to the success of the changes that the staff play an active role in determining the structure and direction of the new organization.

When the work of the Booz, Allen & Hamilton study team was complete, their report was thoroughly reviewed at all levels of the Libraries' administration and staff. The Director of Libraries, with the study team, conducted a series of staff meetings to describe and explain the recommendations. These provided opportunities for the staff to understand the report and its implications, to discuss them and to respond to them. All staff members were invited to write their reactions to the report and any of its particulars. The Libraries' eight standing committees were also requested to review the report in the context of their special interests. Out of these meticulous review efforts some seventy pages of comments came as memoranda and reports. The consensus was that the concepts and recommendations of the study were fundamentally sound and logical, and that the Libraries would benefit from their application to our environment. Staff members disagreed with some specific details of the recommendations, but basically accepted and supported the general changes proposed.

It was clear when the report was issued that the study and its recommendations were thorough, but not detailed enough nor of a nature to permit their direct implementation. They were regarded as guidelines for the Libraries' organization and responsibilities, but not necessarily as complete nor sacrosanct specifications. The initial review activities were the first steps in a careful examination of the report and delineation of organization details which could be installed in an ordinary manner with minimal disruption to service and operations. The work of preparing the Libraries for the new structure and staffing was conceived as a planning process independent of the actual implementation, with the planning to proceed in three discrete but interrelated phases concerned with organization, staffing, and operations. The first phase, the Organization Definition, resulted in the unit descriptions included in this volume. Since their completion, the organization has been restructured according to the charts in each chapter. Key administrators and staff members have been designated and new reporting relationships established. The transfer of responsibilities is currently under way and is expected to take about six months.

Phase two, the Staffing Description, determined general staffing patterns and assessed the immediate impact of the new administrative structure on all professional staff responsibilities. This work indicated that in almost all cases positions remained functionally unaffected by the changed reporting and authority arrangement. Rather, there was a one-for-one correspondence between most positions in the old and new organization. Some new positions were created and some old positions with identifiable counterparts in the new organization were reconstituted. All the affected positions were described in detail based on the description of their parent unit in order to help individuals undestand the scope of their new responsibilities. These position descriptions also contributed to the recruiting process and staffing of the new organization by delineating each position carefully enough to establish qualifications and seek candidates for it.

In an independent, but related set of staffing activities, the Personnel Office, through a special task force, developed a two-track schedule of position categories and professional ranks. This classification scheme and certain programs of staff performance evaluation and management training which have already been administered or are planned for the near future are additional tools which have been introduced to assist the staff development process.

Phase three, Operations Planning, has been a continuing effort directed toward the programs of the Libraries. It has resulted thus far in a restructured budget, the development of a program accounting technique of cost analysis, the creation of a permanent planning structure based on a high level planning and policy committee, and the establishment of a format and outline for a coordinated policy manual to guide decision making and encourage the distribution of authority throughout the Libraries.

The progress which has been made in planning and implementing the study recommendations was possible in large part because of events which took place within the University administration at the same time that the study team was engaged in its work. In an independent and unrelated effort, the University administration undertook a review of the University's organization structure. Among other findings, they concluded that all of the University's information resources would be more effectively coordinated with academic programs if they were better integrated into the University's academic planning and decision making structure. Toward this end, a new position was created within a reorganized University administration -- Vice President for Information Services and University Librarian, reporting to the Executive Vice President for Academic Affairs. This position was assigned responsibility for the University's major information and academic technology resources, the Libraries and Computer Center, as well as for several other diverse but related academic information units. Although the study team recommended that the University Librarian be a vice president, the action of the University, based on its own perception of its needs, went beyond that recommendation by its administrative consolidation, at the vice presidential level, of libraries and all other information resources. In both cases the underlying principle was the same, namely that academic programs and their information based support are intimately related and that planning for both of them should take place in concert.

In a sense, although the University's decision was independent of the case study, it had the effect of beginning the implementation process. Several other key recommendations of the study were implemented shortly after the report was published, and these were instrumental in getting the full scale implementation started. The Planning Office was established with the designation of an Assistant University Librarian for Planning, and the Personnel Office was reoriented toward the recommendations through the designation of the Assistant University Librarian for Personnel. Two standing committees were established as a means to apply in special situations the experience and competence of professional staff members at all levels of the organization. The first of these, the ten-member Professional Advisory Committee was charged with providing comprehensive professional advice and counsel to the University Librarian, and with conducting specific studies in professional areas. The second, the six-member Staff Development Committee was made responsible for the review and recommendation of staff development plans and for individual professional staff performance review for purposes of recommending professional advancement. Each of these committees was to accomplish its special studies through the appointment of special task forces drawn from throughout the Libraries as well as from within the committee itself.

The designation of these positions and the appointment of the two committees to replace the former eight standing committees provided a framework within which the detailed planning for the new organization could take place.

The actual procedure followed during the Organization Definition phase of planning which produced the unit descriptions of this volume was coordinated through the Professional Advisory Committee. The Committee formed the core of three major task forces of twenty-two, thirty-three and fifteen members respectively. In total, about half the professional staff of the Libraries actively participated in the work. The first task force reviewed the basic premises of the study report at the highest levels of the recommended organization. It validated or modified the structure of the first and second levels of the organization and carefully described all the units comprising these levels. Based on these unit definitions, the second task force extended the descriptions to the most detailed level of the organization, making modifications to previously defined units or structural relationships based on further scrutiny and analysis. The third task force addressed itself to the so called allied libraries. After each round of analysis and definition, the work was reviewed by the Libraries' staff, the senior administrative body of the Libraries, and the Professional Advisory Committee.

At each major level of definition, the working procedure of the task force was the same. The task force was divided into three sections, each with PAC representation and a PAC member chairing the section. The task force met as a whole to discuss issues of general concern, and as sections to address issues relating to the group of units the section was working on. The sections formed two or three-person teams to prepare the detailed descriptions.

Each unit was defined in terms of its objectives, functional responsibilities, reporting and working relationships and performance criteria. As the descriptions were being prepared, it became apparent that certain definition elements were common to all units, whether service, resource or support oriented in their activities. These objectives, functions, and performance criteria as well as a general statement concerning reporting responsibility were compiled and listed separately to highlight them, to make the individual descriptions somewhat easier to work with, and to keep the more specific elements within each description from being obscured by the general items. Hence, each unit definition is comprised of two sets of elements which are equally important in guiding the performance of the unit. They are distinguished only by the fact that one applies to all units, and the other is more specifically related to an individual unit or small group of similar units.

The charge to the task forces called for them to consider thoughtfully the case study recommendations and the review documents prepared by the staff in response to the study. They were urged to consult with knowledgeable staff members when necessary in order to resolve issues but not to re-create the study. Instead, to work with the study report as a guide and to develop in detail for the proposed organization the elements and relationships which would achieve the principles of the report. If conflicts arose with the study recommendations or within the task force, the members were urged to seek facts and make decisions. The task forces responsibly fulfilled their charge and created an organization which has been acknowledged throughout the Libraries as adhering to the spirit of the study and delineating a realistic and effective administrative structure. Where the revised organization varies from the original recommendations, the differences are logical refinements which preserve the essence of the recommendations while contributing to more effective coordination of library activities, orderly transition to the new arrangement, and implementation within the limits of existing budgets. The following are highlights of the differences between the recommendations of the study team and the final work of the task forces:

In the Services Group, the Fine Arts Library and architecture instructional collection (Ware Library) were administratively and bibliographically maintained as integral parts of the Avery Architecture Library, reinforcing the distinctive character of this outstanding architecture and design collection. Interlibrary loan services were retained as a central operation for greater efficiency. On the other hand, as some minimal amount of decentralized material processing was considered essential for instructional reserve and other items requiring fast accessioning, small material processing sections were added to the Science and Social Science Centers, areas which are without immediate physical access to the central processing section. The Instructional Materials and Services Departments of the original recommendations were changed to Reference and Instructional Services Departments to expand and emphasize their role in directly assisting users with library resources. Because of the nature of reserve operations, they were included in the Access Services Departments of the Centers. Current documentation and technical reports services were seen as close to reference and other more individualized types of service, so they were affiliated with the Reference Departments of the Science and Social Sciences Centers.

In the Resources Group, the Bibliographic Control Division was organized functionally rather than by subject specialty, in order to permit greater flexibility in work scheduling and to facilitate procedural control. The resource development function was distinguished from resource utilization and organized as an administratively comprehensive unit with discipline specialization within it. Its purpose in providing effective coordination of collection policy and academic relations, library wide, remained unchanged. The Resource Utilization Office was conceived as a design unit to create and implement in service centers innovative library programs which would capitalize on the material and staff resources of the Libraries.

The major change in the Technical Support Group was the elimination of virtually all intermediate levels of administration to achieve an organization of autonomous but directly coordinated production oriented units. The systems development office, because of its breadth of concerns, need for high level support, and role in advanced planning, was removed from the Support Group and made an administrative part of the Planning Office. Similarly, the nature and level of responsibilities of the Financial Services unit recommended its assignment in the Planning Office.

The only organization units which remain to be described are those which were designated as distinctive collections in the case study. As the implementation of the basic operating organization proceeds, these somewhat more complex and unique libraries - the Law, Medical, Architecture, East Asian, and Special Collections Libraries, and the anticipated University Archival Collections - will be studied and broadly defined, applying the experience we have gained thus far. In this review and analysis, we will be guided but not constrained by the study report and the basic organization definition, recognizing that these distinctive collections are of a character which may call for a different administrative structure.

The organization description process afforded an opportunity for widespread, thoughtful consideration to be given to the role each functional unit would play in the context of the overall Libraries mission, and to what criteria might be used to measure the fulfillment of that role. The thoroughness and comprehensiveness of this analysis and organization definition activity were important for several reasons. The proposed organization embodied some new conceptualizations of the place of the library in the university environment. The analysis and discussion to determine the new structure provided a mechanism for each individual to reassess his position in the context of these new relationships and to realize fully the potential and significance of the changes. One of the primary goals of the reorganization was to provide better opportunities for individuals, at their choice, to broaden their experience, take advantage of their diversity of interest and expertise, develop professionally, and consequently function more effectively and in a more personally satisfying manner. The intense analytic and evaluative activity of the organization definition permitted the staff to develop an understanding of the Libraries' current and evolving organizational purpose and their role in it in terms which could ultimately be linked to individual objectives and be made meaningful in personal terms.

Hence, the articulation of the Libraries' reason for being and structure was significant for its involvement of a majority of the professional staff at all levels of experience and responsibility, and for the opportunity it afforded them to influence the direction and form of the organization. However, the process was equally important for the organization plan which resulted. In addition to a set of operating relationships, it has formed the basis of a structure and procedure for the ongoing planning and review of library activities on an individual as well as a unit basis. The unit definitions are a documentary base for the periodic examination of goals, evaluation of progress or activity relative to those goals, and adjustment of resources as conditions or objectives change. Along with Libraries policy, they are a set of general operating guidelines and a base for program planning.

We intend to sustain at an effective level staff participation in operational planning and review so that this initial effort will not gradually become a legendary event unrelated to the continuing service commitment of the Libraries. We hope this work was an initial experience in our movement toward a participative environment in which the staff will be more personally involved in the ultimate purpose of the Libraries through comprehension both of that purpose and of their role in achieving it.

The case study was undertaken in part because of the dynamic nature of the academic and research library environment and the desire to make these libraries more flexible and responsive to changing needs. Implicit in the results of the study and the subsequent implementation effort are the climate and potential for change in the new organization. The unit definitions were prepared as a description of the organization at time zero. They reflect the perceptions of the study team and the Libraries staff at the point of completion of the study and are, not unexpectedly, biased in some of their details toward familiar or traditional operating modes. This is reasonable, since the Libraries will continue to function as libraries. This fact was evident in the definition of their components, and it naturally imposed logical constraints on the structure of the new organization so that certain elements retained their traditional functional relationships. If there is conservative bias in the new structure, it is in some respects desirable. The change in organization and operating patterns will require changes in individual staff and administrative behavior. It would be unrealistic to expect these changes to occur abruptly, and possibly counterproductive in terms of staff reaction and operational continuity. The changes will involve education, individual exploration of different approaches, testing of new personal modes, and gradual movement towards more effective ways of operating. The capability and desire to develop in these ways vary greatly among individuals, and it is important that everyone be able to choose growth patterns according to his own personal and career objectives.

Thus, the new organization as it has been described during the implementation planning is the starting point for the evolutionary change which the case study and restructuring were intended to permit. To the extent that descriptions of similar units are uniform or consistent, they reflect the consensus of the task forces. In time, the descriptions will evolve toward a more individual character, as each unit's self perception is influenced by its unique administrative or operating style and needs. The unit descriptions are working tools. As we continually review the objectives and other aspects of the Libraries organization and performance, validating or modifying elements as goals or academic priorities change, details of the unit definitions and even structural relationships will change. The objectives were not developed as specific, time oriented targets, but rather as broad goals motivating the unit or expressing its reason for being. It will be a primary purpose of the ongoing planning effort to translate these general goals into more directly measurable objectives and relate them more immediately to performance criteria. In some areas there is a need for informative or evaluative reports to effectively monitor activities and support decision making. The development of appropriate reporting mechanisms will be a feature of the continuing implementation of the study report and unit descriptions. The administrative titles used in the descriptions are interim position descriptors intended to afford the maximum flexibility in designating individuals to these responsibilities. Some of these are likely to change as the organization progresses. As the unit definitions evolve toward more specific reflections of the organization elements they describe, their full value to the Libraries as a mechanism for self evaluation and improvement should be realized. We look forward to the enhancements of our service and operations these tools are meant to bring about, and to the challenge of achieving them. This is the most difficult part of the overall effort, and the part that is about to begin.

JEROME YAVARKOVSKY
Assistant University
Librarian for
Planning

August, 1973

COLUMBIA UNIVERSITY LIBRARIES

Goals and Objectives

Purpose

The purpose of the Columbia University Libraries is to provide recorded information in all of the subject fields pertinent to University goals and needed by students and the academic staff of the University. Further, because many specific Columbia collections are of national and even international importance, the libraries recognize a service obligation not only to the Columbia community but also to certain scholars and students from outside the University who require for their research access to unique materials or specific distinctive collections.

Role

The Libraries strive to fulfill the purpose by (1) identifying and acquiring (or otherwise making available) library materials in all formats needed for instruction and research within the University or required to maintain the quality of distinctive collections, (2) developing reference, bibliographic, and other specialized library services that effectively and imaginatively reinforce academic objectives, (3) making resources accessible through the support services and facilities of central and specialized library units, and (4) assuring the security and condition of the collections.

Program Objectives

These general statements suggest the range of specific objectives guiding Columbia's Libraries as they seek to achieve their purpose and fulfill their role. The Libraries will:

1. Select and acquire the information resources most needed to support the research and instructional programs of Columbia.

2. Assure continuing development of the distinctive collections that have been established at Columbia, thus acknowledging the obligations inherent in custodianship of significant resources of regional, national and international importance.

3. Make needed materials readily available to Columbia students and academic staff, and others as appropriate, whether from Columbia collections, by purchase, or on loan from other libraries.

4. House library collections and service activities in space that meets staff and user requirements, assures collection security, safeguards the condition of resources, and enhances operating performance.

5. Maintain and, when possible, improve the physical condition of materials in the collections, with special attention to protecting the unique items and distinctive collections or categories of materials that are an essential part of the record of humanity.

6. Assist users in the processes of identifying and locating recorded information, understanding organization of library resources, and utilizing library services.

7. Develop better ways to offer library resources and to provide additional services for users as means for improving the quality of academic programs and the effectiveness of research activity.

8. Maintain purposeful working relationships with academic departments and with other offices of the University to help assure development of library capabilities that are consistent with academic objectives and University plans.

9. Create opportunities for individual staff members to define and achieve their career goals in the context of the general objectives and staffing requirements of the library.

10. Promote and create constructive working relationships with other research libraries and related organizations to obtain access to resources and to effect development of programs of many kinds that would meet needs of scholars and improve performance of individual libraries in significant ways.

COLUMBIA UNIVERSITY LIBRARIES
COMMON ORGANIZATION DEFINITION ELEMENTS

Objectives

1. Enhance knowledge of library procedures and facilitate decision making by the maintenance of statistical and other departmental records.

2. Foster effective relations between the Libraries and: students, faculty, researchers, suppliers, scholarly institutions, funding bodies and government agencies.

3. Encourage the development and implementation of new ideas for improving library service.

4. Foster high levels of motivation and staff satisfaction.

5. Provide opportunities for staff development.

6. Encourage the improvement of work flow procedures.

7. Integrate the goals of the unit with overall library goals as well as with those of its superordinate units.

Functions

1. Participate in planning for the University Libraries.

2. Participate in the development of policies and procedures related to activities involving the unit.

3. Maintain effective working relations.

4. Maintain appropriate and accurate statistical and other departmental records.

5. Develop and use quantitative and qualitative measures for continual self-evaluation.

6. Keep areas assigned to the unit in proper and orderly condition and work with the General Services Department and Building and Grounds to ensure that these areas and equipment are adequately maintained.

7. Participate in the development and implementation of staff training programs.

Performance and evaluative criteria:

1. Staff attitudes and development
2. Cost-effectiveness.
3. Integration of the goals of the unit with other library goals.
4. Timeliness, accuracy and appropriateness of unit statistics.
5. Effectiveness of working relations.

Reports:

Each unit is responsible for periodic reports to its parent unit and informational reports from the head of the unit to his/her staff.

OFFICE OF THE VICE PRESIDENT FOR INFORMATION SERVICES AND UNIVERSITY LIBRARIAN

Principal Administrator: Vice President for Information Services and University Librarian.

Parent Unit: Office of the Executive Vice President for Academic Affairs.

Role: To exercise general executive responsibility for planning, organizing, staffing, directing, and controlling all Libraries, information processing facilities and technological aids to instruction and research within the University.

Objectives

1. Broadly formulate and assure the implementation of effective library, data processing, and other information based programs in support of the instructional and research activities of the University.

2. Assure the effective use of material and staff resources in the achievement of academic information service objectives.

3. Assure the responsible application of fiscal resources available for information services.

4. Sustain and enhance the level of excellence of the University's information resources.

5. Obtain intellectual and material support from sources outside the University.

6. Establish effective working relationships within the University and with outside institutions.

Functions

1. Organize, control and evaluate activities directed toward satisfying the academic information needs of the University.

2. Designate all subordinate officers and assistants.

3. Establish policies, operating priorities, and rules in support of information service activities.

4. Give continuous study to the needs and conditions of University academic information resources.

5. Exercise stewardship over all property of Information Services components.

6. Represent the University in all matters pertaining to library and information processing resources.

7. Implement University Statutes relating to the subordinate units of the Office.

Key Working Relationships

1. Executive offices of the University.
2. University-wide standing committees.
3. Other academic institutions, government agencies, professional groups, and funding agencies.

Reports
Information reports to the University community, University executive offices, and various professional, academic, and government organizations.

Performance and Evaluative Criteria
1. Quality and growth of academic information resources and services.
2. Responsiveness to University academic plans and activities.
3. User and staff satisfaction.
4. Performance within budget allocations and income.
5. Effectiveness of stewardship over University property.
6. Level of outside esteem and support.

PERSONNEL OFFICE

Principal Administrator: Assistant University Librarian for Personnel

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: To coordinate the recruiting, hiring, training and development of the staff of the Libraries.

Objectives

1. Recruit, hire and allocate the human resources of the Libraries properly and effectively.

2. Develop, within the framework of the Trustee's allocation, an equitable and realistic compensation schedule.

3. Improve library service and operations through the application of sound personnel policies and training programs.

4. Collect and organize data pertaining to the human resources of the Libraries, and use these to help attain the Libraries' objectives.

Functions

1. Recruit, hire, and place staff for the Libraries.

2. Participate in University manpower planning.

3. Formulate manpower plans for the University Libraries, in consultation with the Libraries Planning Office, and submit them to the Vice President for Information Services and University Librarian.

4. Recommend and implement personnel policies within the Libraries.

5. Recommend, implement and coordinate staff development plans and training programs for the Libraries professional and supporting staffs, emphasizing progress toward personal performance and career goals.

6. Provide staff assistance to the Staff Development Committee.

7. Develop and administer a regular program of individual staff development to assist staff members in defining career objectives and delineating courses of action through training and experience, which will lead to achieving those goals.

8. Administer personnel activities.

9. Maintain effective working relationships with unions representing Libraries staff.

10. Represent the University Personnel Office within the Libraries.

11. Act as a clearinghouse for all information relating to employees of the Libraries from sources within and outside the University.

12. Administer and control the Libraries payroll.

Key Working Relationships

1. University Personnel Office
2. Planning Office
3. Various organizational components of the Libraries in matters pertaining to the human resources of the Libraries.
4. All unions having relationships with the Libraries.

Reports

Personnel reports, relating to the Libraries, to governmental agencies, educational associations, and other organizations of a like nature.

Performance and Evaluative Criteria

1. Availability and reliability of accurate personnel data.
2. Successful recruiting practices and procedures.
3. Relationships with unions.
4. Validity and usefulness of staff development programs.
5. Ability to anticipate and fulfill the manpower requirements of the Libraries.
6. Satisfactorily servicing the requirements of the University Personnel Office.
7. Accurate administration and control of the Libraries payroll.

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PLANNING OFFICE

Principal Administrator: Assistant University Librarian for Planning

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: To initiate and coordinate the planning of University library and information services.

Objectives

1. Provide a direction and framework for library and information service operations which will guide decision making and problem solving.

2. Improve library service, operations and fiscal control through the application of computer technology and management science to library procedures.

3. Ensure the rational and effective development of information services and resources in the context of University academic planning.

4. Permit the anticipation of future resource needs for information services by establishing plans based on present decisions.

5. Bring the skills and experience of University and Libraries staff members into the planning process.

Functions

1. Initiate, coordinate, control and assist information services planning activities and the implementation of plans.

2. Coordinate the Libraries budget preparation, analysis and monitoring.

3. Provide a mechanism for the regular review of library services and operations and for their appropriate modification.

4. Bring tools of management and information science to bear on library problems and service opportunities.

5. Provide information concerning the progress of planning to management and staff.

6. Coordinate the development of Libraries policy.

7. Participate in University planning related to information services.

8. Participate in regional and national planning concerned with library and information services.

9. Prepare reports and applications for grants for government and funding agencies.

10. Gather, organize and provide data for reports, questionnaires, etc. both for internal use and in response to outside agencies, and coordinate these activities throughout the library system.

Key Working Relationships

1. Organizational units represented as integral components of the Libraries budget.
2. Office of the Vice President for Information Services and University Librarian.
3. Other offices and academic departments of the University.

Reports

1. Planning and implementation reports to Libraries management and staff.
2. Quarterly reports on progress to Council on Library Resources.
3. Budget reports to senior management.

Performance and Evaluative Criteria

1. Adherence to planning and budgeting delivery schedules.
2. Contribution to library service and operations.
3. Timeliness of policy manuals.
4. Scope of staff participation in planning.
5. Cohesion of University Libraries plans.
6. Effectiveness of Libraries representation pertaining to regional and national planning.
7. Timeliness of reports and applications to government and funding agencies.

FINANCIAL SERVICES OFFICE

Principal Administrator: Head, Financial Services Office.

Parent Unit: Planning Office

Role: To monitor and coordinate all financial functions relating to the Libraries.

Objectives

1. Improve the operations of all library units relying on the Financial Services Office by providing efficient service and by participating in the establishment of accounting policies and practices which further such service.

2. Contribute to sound finances by controlling library accounts in coordination with those responsible for the receipt and expenditure of funds and or preparing and monitoring financial reports.

3. Enhance library operations and services by coordinating all library accounts with other University offices.

4. Enhance knowledge of library procedures and facilitate decision making by participation in gathering and organizing internal and extra-library data.

5. Facilitate budget preparation by advising the Planning Office and others on financial matters.

6. Promote good public relations and enhance library operations by maintaining effective working relations with outside agencies, businesses and individuals.

Functions

1. Assist in the formulation of financial policies and the implementation of financial procedures.

2. Assist in the preparation of the budget by advising the Planning Office and others on financial matters.

3. Maintain complete and accurate records of all library accounts.

4. Control library accounts in coordination with those responsible for the receipt and expenditure of funds.

5. Prepare and monitor financial reports.

6. Maintain close relationships with other University offices and in particular the Controller's Office.

7. Consult with and advise staff members dependent upon the Financial Services Office about policies, procedures and the status of their accounts.

Key Working Relationships

1. Works closely with Personnel and Planning Offices and in addition with the Resources Group and the General Services Department.
2. Has close liaison with the Controller's Office, the Budget Office, the Office of Projects and Grants, and other University offices where necessary.

Reports

Regular financial reports to:

- a. University Librarian
- b. Library units directly involved with the receipt and expenditure of funds.

Periodic reports to:

- a. Other library units
- b. Other University Offices

Performance and evaluative criteria

1. Accuracy of financial records
2. Availability of financial records.
3. Timeliness of reports.
4. Effectiveness of accounting procedures and financial judgments.
5. Successful integration of the goals of the Financial Services Office with other library goals.
6. Satisfaction of other library units relying on the Financial Services Office.

SYSTEMS DEVELOPMENT OFFICE

Principal Administrator: Systems Development Coordinator

Parent Unit: Planning Office.

Role: To apply systems analysis and computer technology to the development, implementation, and maintenance of library systems.

Objectives

1. Develop tools to improve service and facilitate access to collections.
2. Improve management application and control of resources by developing reports based on library operations.
3. Increase accuracy in processing and maintaining operating information.
4. Reduce costs and improve availability of materials by improving operating techniques.
5. Enhance the intellectual effort of the professional staff by simplifying procedures and eliminating unnecessary or duplicate work.
6. Reduce the labor of clerical operations by automating the data entry, file handling, and report generating functions.
7. Permit the processing of an increased volume of operational data which may not be processed effectively otherwise.
8. Develop new services based on data in machine readable form.
9. Contribute to the advancement of the library community by sharing systems documentation and data.

Functions

1. Design, code, test, and install computer based library systems.
2. Perform cost and operations analysis of Libraries functions.
3. Maintain and modify operational library computer systems.
4. Develop training and operating manuals and procedures for use in library systems.
5. Review the progress of hardware and software technology and recommend system improvements as indicated by device and program advances.
6. Instruct Libraries staff in principles of systems analysis and data processing sufficient to foster effective working relationships.
7. Communicate with other institutions engaged in library systems work so that there is a mutual contribution of technical expertise to development efforts.

Reports

Monthly reports to the Assistant Librarian for Planning, describing Systems Office activities.

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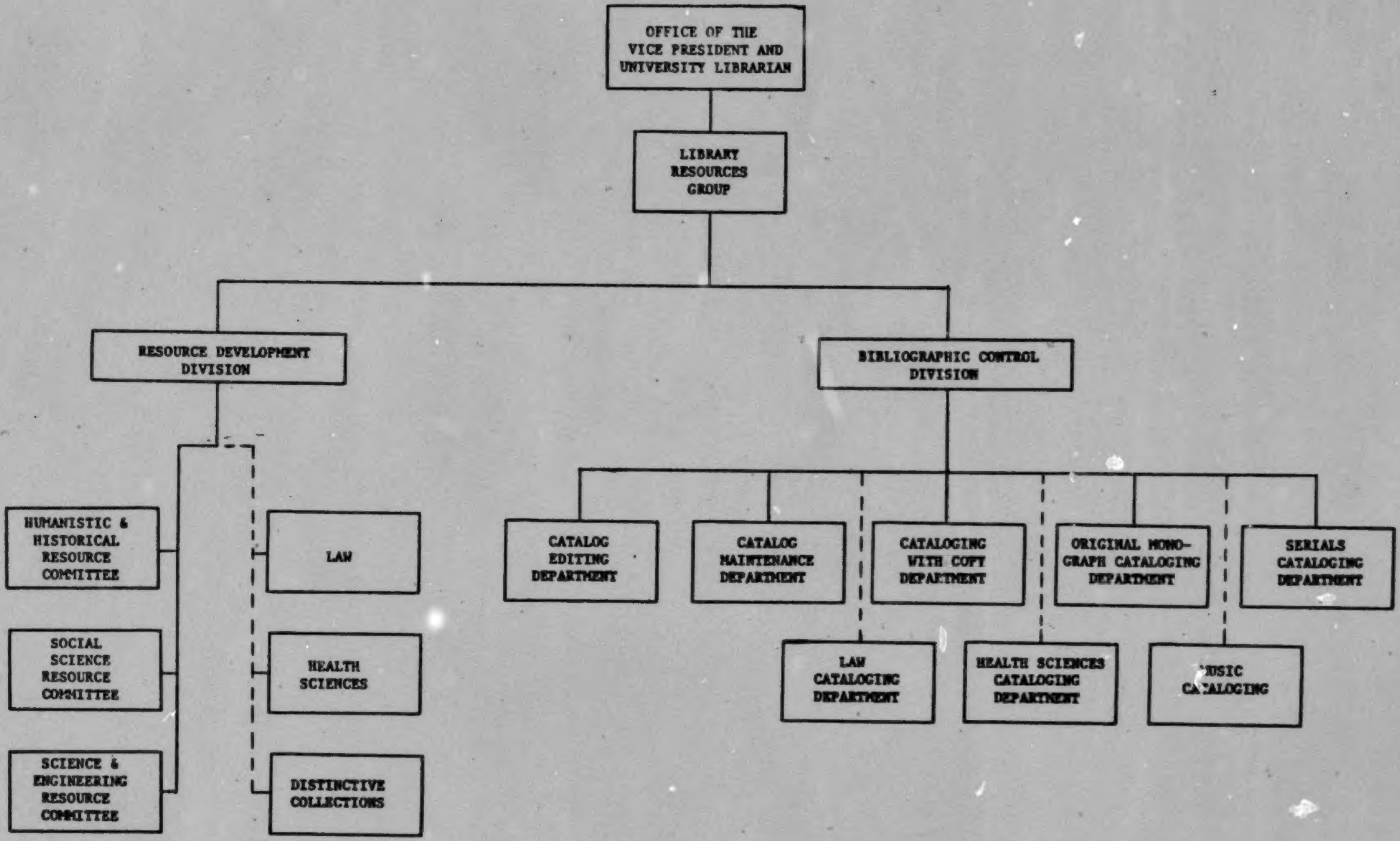
Regular reports to the Libraries staff concerning the progress of study, development and implementation.
Critical incident reports to the Computer Center staff as appropriate.

Key Working Relationships
1. Libraries management, professional staff, and supporting staff.
2. Data Control Department.
3. University administration, Computer Center senior staff, and Administrative Data Processing staff.

Performance and Evaluative Criteria
1. Adherence to development and implementation targets.
2. Improved service or operations as a result of Systems Office efforts.
3. Effective use of computer resources.
4. Improved management control as a result of Systems Office efforts.

Note: dotted line indicates policy authority


OFFICE OF THE VICE PRESIDENT AND UNIVERSITY LIBRARIAN
LIBRARY RESOURCES GROUP
RESOURCE DEVELOPMENT DIVISION
BIBLIOGRAPHIC CONTROL DIVISION
HUMANISTIC & HISTORICAL RESOURCE COMMITTEE
SOCIAL SCIENCE RESOURCE COMMITTEE
SCIENCE & ENGINEERING RESOURCE COMMITTEE
LAW
HEALTH SCIENCES
DISTINCTIVE COLLECTIONS
CATALOG EDITING DEPARTMENT
CATALOG MAINTENANCE DEPARTMENT
CATALOGING WITH COPY DEPARTMENT
ORIGINAL MONO-GRAPH CATALOGING DEPARTMENT
SERIALS CATALOGING DEPARTMENT
LAW CATALOGING DEPARTMENT
HEALTH SCIENCES CATALOGING DEPARTMENT
MUSIC CATALOGING

COLUMBIA UNIVERSITY LIBRARIES

LIBRARY RESOURCES GROUP: ADMINISTRATIVE STRUCTURE

10/1/75

LIBRARY RESOURCES GROUP

Principal Administrator: Director, Library Resources Group

Parent Unit: Office of the Vice President for Information Services and University Librarian.

Role: To develop library collections suited to Columbia's needs; to organize them for effective use; to provide intellectual access to them through bibliographic devices, reference service, and instructional activities.

Objectives

1. Strengthen Columbia's national and world position as a scholarly institution.
2. Build resources to support actual instructional activities of the university, frequently short-term, expendable, flexible.
3. Build resources to support the present and future research needs of the university, primarily long-term, permanent, balanced.
4. Build resources to support commitments to regional and national resource plans.
5. Organize the collections for most effective use.
6. Preserve the collections.
7. Make resources available for use by the aid of specialized staff.
8. Create and maintain a bibliographic control apparatus which permits the full use of the library's resources in the most economical and efficient manner.
9. Create and maintain bibliographic devices which will permit the utilization of non-Columbia resources.

Functions

1. Participate in planning use of computer technology in the libraries.
2. Recommend basic allocations for resources activities.
3. Control budgets for funds allocated to the Resources Group.
4. Exercise over-all control over resource expenditures through the library system.
5. Establish and enforce policy for collection development, including purchases, gifts, exchanges, documents, etc.
6. Plan and carry out programs and services of collection development.
7. Secure appropriate resources by identifying materials needed in developing the collections.
8. Monitor acquisitions policies of all units within the library system.

9. Solicit and coordinate subject knowledge of service unit personnel in collection development.

10. Participate in decisions for location of collections.

11. Establish and enforce policies regarding preservation of library resources.

12. Plan and carry out programs of collection preservation.

13. Identify materials that require preservation decisions in terms of binding, filming, special care, reprinting, or other maintenance activities.

14. Participate in decisions relating to the organization of the collections.

15. Establish and enforce policy of bibliographic control, system-wide.

16. Originate and update bibliographic records for monographs, serials, documents, and non-book materials.

17. Maintain quality control of the existing and newly created bibliographic records, both central and departmental, by catalog editing and by aid to service center personnel.

18. Participate in providing in-depth reference assistance.

19. Provide professional assistance to faculty members and researchers.

20. Relate library resources to instructional programs by working in planning projects, developing curricula, and making presentations in classrooms.

21. Train and revise professional and clerical staff in resource-related activities.

Key Working Relationships

1. Library units in Support Group.
2. Library units in Services Group.
3. Distinctive Collections.
4. Faculty, researchers, students.
5. Libraries and other organizations involved in regional and national resource planning.
6. Planning Office.

Reports

Each unit is responsible for periodic reports to its parent unit and informational reports from the head of the unit to his/her staff.

Performance and evaluative criteria

1. Production of satisfactory bibliographic control devices.
2. Growth, development, and preservation of collections according to plans.
3. Research support of the level and quantity planned.

RESOURCE DEVELOPMENT DIVISION

Principal Administrator: Chief, Resource Development Division

Parent Unit: Resources Group

Role: To develop library collections satisfying the demands made upon the Columbia University Libraries; to provide specialized bibliographic, reference and support services.

Objectives

1. Bring together subject and area-oriented professional librarian skills and direct them toward the development of the sophisticated information resources required by the academic community.
2. Develop collection policy supporting actual instructional activities (including regional and area studies) and present and future research needs of the University.
3. Make resources available for use with the aid of specialized staff.
4. Participate in cooperative resource building and information retrieval projects on regional and national levels.
5. Build resources to support commitments to regional and national resource plans.
6. Preserve the collections.
7. Support the process of collection development through the proper acquisition of materials for which specialized language abilities are necessary.
8. Improve bibliographic control over materials in special languages by maintaining records before permanent bibliographic control is achieved and by participating in the efficient production and maintenance of permanent bibliographic records.
9. Encourage the development of machine-based retrieval systems.

Functions

1. Participate in planning for the Resources Group.
2. Recommend, prepare and monitor budgets for the operation of the division.
3. Recommend policy for collection development.
4. Plan and carry out programs and services of collection policy.
5. Identify materials needed in developing the collections.
6. Solicit and coordinate subject knowledge of service unit personnel in collection development.
7. Recommend policies and identify materials that require preservation decisions.
8. Participate in providing reference assistance, including preparation of bibliographies and instructional aids for faculty and students.

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9. Maintain close relationship with faculty, researchers and students in planning resource development.

10. Acquire material in specified languages through purchase, exchange and receipt of gifts.

11. Maintain and make accessible records of the acquisition and processing of specified language materials.

12. Perform all types of bibliographic searching where special language skills are required.

13. Participate in the production of bibliographic control records of specified language materials.

14. Participate in maintaining the general card catalogs and central shelflists as requested; and communicate changes to those in charge of the departmental catalogs.

15. Participate in gathering, organizing and providing data for reports, questionnaires, etc., both for internal use and in response to outside agencies.

16. Provide professional assistance in the development of machine-based retrieval systems.

17. Keep abreast of research and other activities in pertinent subject fields and geographic areas, including participation in appropriate organizations.

Key Working Relationships
1. Library units in Service and Support Groups.
2. Distinctive Collections.
3. Faculty, researchers, students.
4. Bibliographic Control Division.
5. Planning Office.

Reports
Annual and periodic reports to the Associate Librarian for Resources.

Performance and Evaluative Criteria:
1. Growth, development, and preservation of collections according to plans.
2. Academic community's satisfaction with availability of materials needed.
3. Accuracy of records produced.

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BIBLIOGRAPHIC CONTROL DIVISION

Principal Administrator: Chief , Bibliographic Control Division

Parent Unit: Library Resources Group

Role: To provide organization and bibliographic control of the library's resources.

Objectives

1. Create and maintain a bibliographic control apparatus which permits the full use of the Libraries' resources in the most economical and efficient manner.

2. Establish policies and standards for bibliographic control for all units within the library system.

3. Maintain consistency of bibliographic records.

4. Provide policy guidance on bibliographic control to the Support and Services Groups as needed.

5. Assist in maintaining process control over items received until formal bibliographic control is achieved.

6. Identify and process the most-needed materials as quickly as possible.

Functions

1. Establish and enforce policy of bibliographic control, system-wide.

2. Originate bibliographic records for monographs, serials, documents, and non-book materials.

3. Maintain quality control of the existing and newly created bibliographic records, both central and departmental; by catalog editing and by aid (editing instruction and guidance) to service center and support personnel.

4. Provide for the training and "revision" of cataloging staff.

5. Provide professional assistance on bibliographic matters to faculty members, researchers, and other library users.

6. Participate in planning uses of computer technology in the libraries.

7. Assist in budget preparation for the operation of the Bibliographic Control Division.

8. Participate in decisions relating to the organization of the collections.

9. Assist in the designation of priorities for cataloging materials in order to forward the most needed materials as quickly as possible to their destinations.

Key Working Relationships

1. Library units in Support Group.
2. Library units in Services Group

3. Other units in Resources Grpup
4. Distinctive Collections.
5. Faculty, researchers, graduate students.
6. Library of Congress.
7. Other academic and research libraries (bibliographic control units).
8. Systems Office
9. Planning Office
10. Serials and documents acquisition staff.

Reports

1. Periodic reports to the Associate University Librarian for Resources.
2. Reports to the Libraries' staff concerning new policies and procedures.
3. Statistical reports as needed to:
    a. Units of the library.
    b. Planning and systems offices.
    c. Organizations outside the university.
4. Reports by the Director of Bibliographic Control to the staff of the Division on matters of common interest.

Performance and Evaluative Criteria

1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accurary of records, including close conformity with Library of Congress practices and established rules of cataloging.
3. Time required to provide bibliographic control over materials received in the Division.
4. Unit cost of providing bibliographic control.
5. Quantity of bibliographic records produced.

CATALOG EDITING DEPARTMENT[1]

Principal Administrator: Catalog Editor

Parent Unit: Bibliographic Control Division

Role: To solve problems and conflicts in the bibliographic records whose solutions are not otherwise provided for.

Objectives

1. Improve the effectiveness of the bibliographic records.
2. Relieve other cataloging units of bibliographic activities not suitable or proper to them.
3. Provide guidance to the Catalog Maintenance Unit.[2]

Functions

1. Resolve problems and conflict in the bibliographic records which are not the responsibility of others, including providing direction for changes, etc.
2. Participate in resolving problems involving the union catalog which arise during the filing process.
3. Provide systematic revision of the catalogs.
4. Participate in the upkeep of the bibliographic records in all units.
5. Coordinate authority work and participate in the control of the authority files.
6. Participate in establishing cataloging policy.
7. Participate in establishment of government name forms.

Key Working Relationships

1. Units in the Bibliographic Control Division.
2. Catalog Maintenance Unit.
3. Documents Acquisitions.
4. Service Units with bibliographic records.

Reports

Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Improvement in the bibliographic records.
2. Currency in resolving reported conflicts.
3. Greater efficiency of other cataloging units.

Notes

1. Catalog editing is here defined as the work involving the intellectual aspects of problems and conflicts in the catalogs. It includes areas that are not the responsibility of any one cataloger or unit. It does not include the mechanical aspects of the necessary adjustments. It does not include monitoring catalogers' output.
2. This is intended to cover bibliographic matters, not administration.

CATALOGING WITH COPY DEPARTMENT

Principal Administrator: Head, Cataloging with Copy Department

Parent Unit: Bibliographic Control Division

Role: To provide organization and bibliographic control over monographs for which cataloging copy is available.

Objectives

1. Improve the collection by identifying and processing the most needed materials as quickly as possible.

2. Facilitate research and use of the collections by providing and maintaining accurate and consistent bibliographic records for monographs which have available cataloging copy.

3. Participate in creating and maintaining a system-wide bibliographic control apparatus in the most economical and efficient manner.

4. Participate in the creation and implementation of policies and standards for bibliographic control.

5. Improve bibliographic control by maintaining process control over items received until formal bibliographic control is achieved.

Functions

1. Participate in establishing and enforcing policy of bibliographic control, system-wide.

2. Catalog and classify monographs, including documents, for which copy is available, such as:
    a. With LC depository card or proof slip (item new to Columbia University Libraries)
    b. With General Catalog main card (item for different department)
    c. With LC information available other than the above (Temporary slips, NUC, MARC and CIP)

3. Cooperate with Documents Acquisitions in establishing government name forms.

4. Maintain quality control of the existing and newly created bibliographic records, both central and departmental by catalog editing, cooperation with Catalog Editor and by aid to Service and Support personnel.

5. Originate additional bibliographic records (i.e. history cards and other authority work as needed) both central and departmental.

6. Perform auxiliary cataloging duties necessary for Cataloging with Copy such as: searching as needed in languages with non-Roman alphabets, shelflisting, preparation of books for further processing.

7. Perform monographic transfers, replacements, and the adding of copies.

8. Update bibliographic records for monographic sets in union catalog and to notify departments of appropriate additions to their records.

9. Sort incoming bibliographic items for the section into established priorities.

10. Provide for the training and revision of the professional and clerical staff of the Cataloging with Copy Department.

11. Participate in planning uses of computer technology for bibliographic control.

12. Edit cataloging copy for machine input into CUMARC system.

13. Participate in decisions relating to the organization of the collections.

14. Assist in designation of priorities for cataloging materials in order to forward the most needed materials as quickly as possible to their destinations.

15. Assist in budget preparation for the operation of the Bibliographic Control Division.

16. Help provide professional assistance on bibliographic matters to faculty members, researchers, and other library users.

17. Participate in national reporting activities for monographs with available copy.

Key Working Relationships

1. Other units in Resources Group.
2. Library Units in Support Group.
3. Library Units in Services Group.
4. Library of Congress.
5. Systems Office.
6. Planning Office.
7. Distinctive Collections.

Reports

1. Periodic reports to the Director of the Bibliographic Control Division.
2. Periodic reports by the Head of the Cataloging with Copy Department to the staff of the Department of new policies and procedures, and matters of common interest.
3. Reports by the staff of the Cataloging with Copy Department to the Head of the Department.
4. Statistical reports by individual staff members to the Head of Cataloging with Copy Department as required.
5. Statistical reports by the Head of Cataloging with Copy Department to the Director of the Bibliographic Control Division.

Performance and Evaluative Criteria

1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with Library of Congress practices and established rules of cataloging.
3. Time required to provide bibliographic control over materials received in the Department.
4. Quantity of bibliographic records produced.

Note

1. Unless otherwise specified, "monographs" includes document and non-book materials, but excludes materials for the Law, Medical, and Music Libraries, and those in Asiatic vernacular languages.

ORIGINAL MONOGRAPH CATALOGING DEPARTMENT

Principal Administrator: Head, Original Monograph Cataloging Department

Parent Unit: Bibliographic Control Division

Role: To provide organization and bibliographic control of monographs as assigned.

Objectives

1. Participate in the creation and maintenance of a bibliographic control apparatus which permits the full use of the libraries' resources in the most economical and efficient manner.
2. Participate in the establishment of policies and standards for bibliographic control for all units within the library system.
3. Participate in maintaining the consistency of bibliographic records.
4. Assist in maintaining process control over items received until formal bibliographic control is achieved.
5. Identify and process the most-needed materials as quickly as possible.

Functions

1. Participate in the establishment and enforcement of bibliographic control system-wide.
2. Originate bibliographic records for monographs[1] for which no usable copy is available, including documents and non-book materials as assigned.
3. Cooperate with Documents Acquisitions in establishing government name forms.
4. Provide additional bibliographic apparatus such as history and authority work as required.
5. Help maintain quality control of the existing and newly created bibliographic records, both central and departmental, by catalog editing, cooperation with the Catalog Editor and by aid to Service and Support personnel.
6. Provide for the training of its own staff, including revision, continuing training, and refresher work in new procedures and practices as needed.
7. Help provide professional assistance on bibliographic matters to faculty members, researchers, and other library users.
8. Participate in planning uses of computer technology in the libraries.
9. Assist in budget preparation for the operation of the bibliographic control Division.
10. Participate in decisions relating to the organization of the collections.
11. Assist in the designation of priorities for cataloging materials in order to forward the most needed materials as quickly as possible.
12. Participate in preservation and binding decisions for the General Library.

13. Reconcile union records for Law, Medical and Music monographs.

14. Participate in national reporting activities for monographs.

Key Working Relationships
1. Other units in Bibliographic Control Division.
2. Other units in Resources Group.
3. Searching Unit.
4. Card production unit.
5. Resource personnel in service centers.
6. Distinctive Collections.
7. Systems Office
8. Library of Congress
9. Catalog Maintenance Unit

Reports
1. Statistical reports by individual catalogers to chief monographs cataloger.
2. Reports by chief monographs cataloger to the Director of Bibliographic Control.
3. Reports by chief monographs cataloger to the staff of the section concerning new policies and procedures, and other matters of common interest.

Performance and Evaluative Criteria
1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with Library of Congress practice and established rules of cataloging.
3. Time required to provide bibliographic control over materials received by monographs catalogers.
4. Quantity of materials processed and achievement of currency.
5. Quantity of bibliographic records produced.

NOTES
1. Unless otherwise specified, "monographs" includes document and non-book materials, but excludes materials for the Law, Medical, and Music Libraries, those in Asiatic vernacular languages, and those for which cataloging copy is available.

SERIALS CATALOGING DEPARTMENT

Principal Administrator: Head, Serials Cataloging Department

Parent Unit: Bibliographic Control Division

Role: To provide organization and bibliographic control of serials.[1]

Objectives

1. Provide bibliographic access, up-to-date bibliographic history, union holdings and shelflist information for serials.
2. Provide bibliographic access to serial content at the monographic level.
3. Participate in the creation and implementation of cataloging policy.
4. Provide physical organization and preservation of serials for the Historical and Humanistic Studies Center.
5. Contribute to system-wide bibliographic Control.

Functions

1. Participate in establishing and implementing policy of bibliographic control system-wide.
2. Participate in decisions relating to the organization and preservation of the collections.
3. Provide and update bibliographic records for serials utilizing original cataloging, copy, and modified copy.[2]
4. Maintain quality control of bibliographic records, both central and departmental by catalog editing, cooperation with the Catalog Editor, and by aid to Service and Support personnel.
5. Provide serial analysis, both original and with copy, at the monograph level, as desired.
6. Cooperate with Documents Acquisitions in establishing government name forms.
7. Maintain union holdings and shelflist records for serials.
8. Identify and prepare serials for preservation according to policy.
9. Reconcile union records for Law, Medical, and Music serials.
10. Participate in general cataloging activities.
11. Provide policy guidance in bibliographic matters relating to serials for Services and Support staff.
12. Perform various auxiliary cataloging tasks relating to serials (e.g. withdrawing, card replacement)
13. Train and revise professional and clerical staff in work related to serials cataloging.

14. Assist in the designation of priorities for handling serials.

15. Assist in budget preparation for the operation of the Bibliographic Control Division.

16. Help provide professional assistance on bibliographic matters to faculty members, researchers, and other library users.

17. Participate in planning automation of serials handling in the libraries.

18. Assist in maintaining in-process control.

19. Participate in national reporting activities for serials.

20. Participate in treatment decisions for serials.

Key Working Relationships
1. Other units in Bibliographic Control Division.
2. Serials and Documents Acquisitions.
3. Catalog Maintenance Unit.
4. Library units in Services, and Distinctive Collections.
5. Library of Congress.

Reports
Statistical and narrative reports as required.

Performance and Evaluative Criteria
1. Effectiveness of the bibliographic and holdings records in providing needed information to users.
2. Accuracy, consistency and adherence to standards of the records.
3. Quantity of bibliographic records produced.
4. Quantity of material processed, and achievement of currency.
5. Time required to provide bibliographic control.

NOTES
1. Unless otherwise specified, "serials" includes document and non-book serials, but excludes serials for Law, Medical and Music libraries, and those in Asiatic vernacular languages.
2. "To provide" includes searching, classification, subject headings, descriptive cataloging and aurthority work for newly acquired titles, titles requiring transfer, reclassification and recataloging.

   "Bibliographic records" includes union and departmental shelflists, official and public serials catalogs, union and departmental catalogs, and also the bibliographic apparatus supporting catalog records (e.g. history cards, references, authority cards.)

CATALOG MAINTENANCE DEPARTMENT

Principal Administrator: Head, Catalog Maintenance Department

Parent Unit: Library Resources Group

Role: To maintain the general card catalog[1], authority files and central shelflists and to provide other services which support cataloging activities.

Objectives

1. Improve the operation of all library units relying on the Catalog Maintenance Department by providing efficient and economic service and by participating in the establishment of policies which further such service.
2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts.
3. Improve bibliographic control over materials by participating in the production and maintenance of permanent bibliographic records.
4. Facilitate use of the collections by participating in the preparation of materials.

Functions

1. Participate in the budgetary process for the Catalog Maintenance Department
2. Participate in maintaining records of the processing status of materials received in the library.
3. Maintain the general card catalog, central shelflists and authority files, including repair of catalogs and the sorting, filing[2], correction and replacement of catalog cards.
4. Participate in monitoring the accuracy and consistency of bibliographic records.
5. Route cataloging problems and entry conflicts which arise in the filing process to the appropriate person or unit.
6. Perform shelflisting activities.
7. Perform centralized recordkeeping pertaining to monographs being withdrawn from the collections.
8. Communicate changes on cards to those in charge of the catalogs in Service Centers and elsewhere and to consult with and advise staff members in those areas about policies and procedures pertaining to activities performed centrally by the Catalog Maintenance Department.
9. Revise the filing of the staff of the Catalog Maintenance Department.

Key Working Relationships

1. Catalog Editing Department
2. Other units and persons in the Division of Bibliographic Control
3. Service units
4. Card Production Department

Reports

Statistical and other reports as needed to:

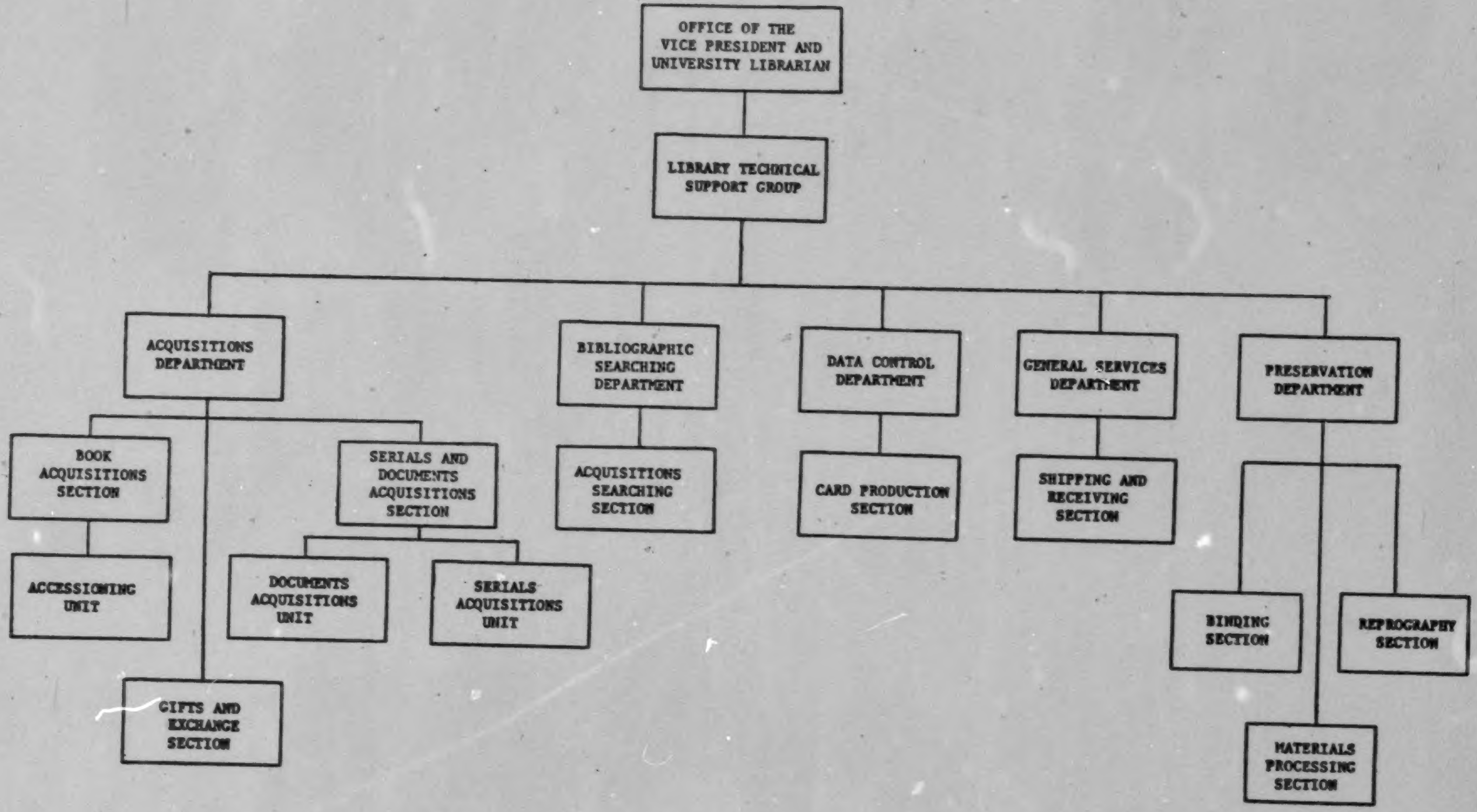
- a. Division of Bibliographic Control and its sub-units.
- b. Service units
- c. Planning and Systems Offices

Performance and evaluative criteria

1. Accuracy of records and files.
2. Physical condition of records and files.
3. Satisfaction of library units relying on the Catalog Maintenance Department.

Note

1. "General card catalog" refers to the union author/title, topical subject, and public serials catalogs. It does not refer to the official serials catalog.
2. The unit will file only new cards in the public serials catalog, and is not responsible for the filing connected with serial adding.


OFFICE OF THE VICE PRESIDENT AND UNIVERSITY LIBRARIAN
LIBRARY TECHNICAL SUPPORT GROUP
ACQUISITIONS DEPARTMENT
BOOK ACQUISITIONS SECTION
ACCESSIONING UNIT
GIFTS AND EXCHANGE SECTION
SERIALS AND DOCUMENTS ACQUISITIONS SECTION
DOCUMENTS ACQUISITIONS UNIT
SERIALS ACQUISITIONS UNIT
BIBLIOGRAPHIC SEARCHING DEPARTMENT
ACQUISITIONS SEARCHING SECTION
DATA CONTROL DEPARTMENT
CARD PRODUCTION SECTION
GENERAL SERVICES DEPARTMENT
SHIPPING AND RECEIVING SECTION
PRESERVATION DEPARTMENT
BINDING SECTION
REPROGRAPHY SECTION
MATERIALS PROCESSING SECTION

COLUMBIA UNIVERSITY LIBRARIES

LIBRARY TECHNICAL SUPPORT GROUP: ADMINISTRATIVE STRUCTURE

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LIBRARY TECHNICAL SUPPORT GROUP

Principal Administrator: Director, Library Technical Support Group

Parent Unit: Office of the Vice President for Information Services and University Librarian.

Role: To provide business, processing, acquisition, technical and support services necessary to maintain the functioning of the library system.

Objectives

1. Improve the operation of all library units relying on Support units by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Promote the security of library patrons and staff and to provide building maintenance and security by serving as liaison with the Department of Buildings and Grounds.

3. Contribute to sound finances by participating in maintaining library accounts and in producing financial reports.

4. Contribute to sound finances by participating in the maintenance of complete and accurate records of certain library accounts and in the monitoring of their expenditures.

5. Support library operations by obtaining and distributing library supplies and equipment in the most efficient and economic way.

6. Enhance the effectiveness of collection development by monitoring requests for materials to prevent unwanted duplication and unnecessary expenditure of library funds.

7. Support the process of collection development through the proper acquisition of designated materials and by participating in selection.

8. Improve bibliographic control over materials by maintaining records before permanent bibliographic control is achieved and by participating in the efficient production and maintenance of permanent bibliographic records.

9. Contribute to national bibliographic and scholarly resources by working with outside projects, agencies, and individuals.

10. Support the library's role as a repository of research and other materials by providing preservation, binding and reprographic services.

11. Facilitate research and the dissemination of information by providing a wide range of reprographic services.

12. Facilitate research and use of the collections by the physical preparation of materials.

13. Dispose of unwanted material in the most beneficial way.

14. Facilitate operations by maintaining the efficient delivery and shipment of library materials and mail.

15. Enhance library operations and services through the control of operational computer-assisted systems.

Functions

1. Control budgets for funds allocated to the Library Technical Support Group and participate in budget planning.
2. Participate in maintaining library accounts and in producing financial reports.
3. Participate in the maintenance of complete and accurate records of certain library accounts and in the monitoring of their expenditures.
4. Act as liaison with the Department of Buildings and Grounds in promoting the security and maintenance of all library facilities and equipment.
5. Coordinate the purchase, rental and distribution of supplies and equipment.
6. Perform bibliographic searching.
7. Perform acquisitions services for all forms of material.
8. Maintain and make accessible records of the acquisition, processing and payment status of materials.
9. Provide information pertaining to materials acquired and participate in making them available.
10. Assist in collection development by bringing materials and information to the attention of selection officers and by selecting certain materials.
11. Participate in the creation of bibliographic control records, by producing catalog cards, performing sorting and shelflisting activities and other means.
12. Work with outside projects, agencies, and individuals (e.g. NUC, reprint publishers, NPAC, non-Columbia librarians, RLG, etc.)
13. Be responsible for providing preservation services of a technical nature, such as binding, repair, photocopying etc.
14. Provide reprographic services.
15. Prepare library materials for use (e.g. plating, marking, binding).[1]
16. Keep abreast of the latest techniques and information pertaining to functions assigned to the Support Group.
17. Coordinate and supervise the disposal of unwanted material in the most beneficial way.
18. Be responsible for library shipping, receiving, mail and delivery services.

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19. Coordinate and manage operational computer assisted systems, including data processing, and maintaining liaison with the Systems Office and the Computer Center.

20. Consult with and advise staff members in service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Support Group.

Key Working Relationships

1. All organizational units and individuals in the library involved with support services.
2. Other university departments and with individuals and organizations outside the university.

Reports

Statistical and other reports as needed to:
   a. units of the library involved with support services,
   b. Planning and Systems Offices.

Performance and Evaluative Criteria

1. Accuracy of records.
2. Quality of technical work.
3. Satisfaction of other library units relying on Support Group services.
4. Efficiency of processing.
5. Success in communicating Technical Support Group policies and procedures to other units of the library which depend on the Group's services.

Note

While the Support Group is responsible for the actual binding activity, the preparation of periodicals for binding will have to occur in the various units which service the periodicals to ensure maximum user access. (This can be reconsidered when a computer-based serials system is developed.)

ACQUISITIONS DEPARTMENT

Principal Administrator: Head, Acquisitions Department

Parent Unit: Library Technical Support Group

Role: To provide acquisition and disposition services for monographs, serials, microfilms and certain other designated materials in most languages for the entire Columbia library system.

Objectives

1. Improve the operation of all library units relying on the Acquisitions Department by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of acquisitions fund accounts.

3. Enhance the effectiveness of collection development by monitoring requests for materials to prevent unwanted duplication and unnecessary expenditure of library funds.

4. Support the process of collection development through the proper acquisition and disposition of designated materials.

5. Improve bibliographic control over materials by maintaining records before permanent bibliographic control is achieved.

Functions

1. Participate in the budgetary process for the Acquisitions Department.

2. Order or solicit designated materials, including assignment of dealers, provision of information to Data Control, systematic review, and follow-up of pending orders.

3. Receive, process, and distribute monographs, book continuations, microfilms, certain serials, and other designated materials.

4. Supervise invoice payment and reimbursement or credit control.

5. Maintain and assure administrative access to acquisitions, processing, payment, donor and exchange records of the Department.

6. Consult with and advise staff members in Service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Acquisitions Department.

Key Working Relationships

1. Data Control Department
2. Library units obtaining materials through the Acquisitions Department
3. Selection officers
4. Book dealers and subscription agencies

Reports

Statistical and other reports as appropriate to:

1. Library units obtaining materials through the Acquisitions Department
2. Director, Library Technical Support Group

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3. Planning Office

Performance and Evaluative Criteria

1. Accuracy of records.
2. Quality of technical work.
3. Satisfaction of library units relying on the Acquisitions Department.

BOOK ACQUISITIONS SECTION

Principal Administrator: Head, Book Acquisitions Section

Parent Unit: Acquisitions Department

Role: To provide acquisitions services for requested monographs, book continuations, microfilms and certain other designated materials in most languages for the entire Columbia library system.

Objectives

1. Improve the operation of all library units relying on the Book Acquisitions Section by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of book accounts.

3. Enhance the effectiveness of collection development by participating in monitoring requests for materials to prevent unwanted duplication and unnecessary expenditure of library funds.

4. Support the process of collection development through the proper acquisition of designated materials.

5. Improve bibliographic control over materials by maintaining records before permanent bibliographic control is achieved.

Functions

1. Participate in the budgetary process for the Book Acquisitions Section.

2. Order requested monographs, book continuations, microfilms and certain other designated materials, including assignment of dealers, provision of information to Data Control, systematic reviews and follow-ups of pending orders.

3. Receive and process monographs, book continuations, microfilms and certain other designated materials, including verifying that material received is material ordered, updating records (both in the Book Acquisitions Section office and through the Data Control Department) and distributing materials to the appropriate locations.

4. Approve payment of invoices and reimbursement or credits and perform other functions, maintain fiscal control, including proving payments, handling encumbrances, etc.

5. Maintain and make accessible records of the acquisitions, processing and payment status of materials ordered by the Book Acquisitions Section and provide interpretation and information as needed.

6. Consult with and advise staff members in Service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Book Acquisitions Section.

Key Working Relationships

1. Data Control Department
2. Library units obtaining materials through the Book Acquisitions Section.

3. Serials and Documents Acquisitions and Gifts and Exchange Section.
4. Selection Officers.
5. Book dealers.

Reports

Statistical and other reports as needed to:

1. Units of the library obtaining materials through the Book Acquisitions Section.
2. Planning and Systems Offices.

Performance and evaluative criteria

1. Accuracy of records.
2. Satisfaction of library units relying on the Book Acquisitions Section.

ACCESSIONING UNIT

Principal Administrator: Supervisor, Accessioning Unit.

Parent Unit: Book Acquisitions Section.

Role: To provide accessioning services and invoice processing for certain monographs, book continuations, microforms, and other designated materials in most languages ordered by the Book Acquisitions Section for the entire Columbia library system.

Objectives:

1. Improve the operation of all library units relying on the Accessioning Unit by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of book accounts.

3. Support the process of collection development through participation in the proper acquisition of designated materials.

4. Improve bibliographic control over materials by maintaining records before permanent bibliographic control is achieved.

Functions

1. Participate in the budgetary process for the Accessioning Unit.

2. Receive and process monographs, book continuations, microforms, and other designated materials, including such operations as verifying that material received is the material ordered, updating records (both in the Book Acquisitions Section office and through Data Control), distributing materials to the appropriate locations, and certain follow-ups on orders. (Excluding rush materials and certain materials received on blanket orders.)

3. Approve payment of invoices and participate in approving the reimbursement of credits and performing other functions to maintain fiscal control.

4. Assist in maintaining and making accessible records of the acquisitions, processing, and payment status of certain materials ordered by the Book Acquisitions Section and in providing interpretation of and information on materials and records in its area as needed.

5. Consult with and advise staff members in Service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Accessioning Unit.

Key Working Relationships

1. Other members of the Book Acquisitions Section.
2. Data Control Department.
3. Book dealers.

Reports

Statistical and evaluative reports as policy requires.

Performance and evaluative criteria

1. Accuracy of records.
2. Satisfaction of library units relying on the Accessioning Unit.

SERIALS AND DOCUMENTS ACQUISITIONS SECTION

Principal Administrator: Head, Serials and Documents Acquisitions Section

Parent Unit: Acquisitions Department

Role: To provide acquisitions, processing, and other services for governmental and non-governmental serials and governmental monographs necessary to support the functioning of the library system.

Objectives

1. Improve the operation of all library units relying on the Serials and Documents Acquisitions Section by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts designated for expenditures for serials and documents publications.

3. Enhance the effectiveness of collection development by monitoring requests for serials and documents to prevent unwanted duplication and unnecessary expenditures of library funds.

4. Support the process of collection development through the proper acquisition of designated serials and documents and by participating in their selection.

5. Improve bibliographic control over serials and documents by maintaining records before permanent bibliographic control is achieved and by participating in the creation and maintenance of permanent bibliographic records.

6. Increase the library's informational resources by maintaining kardex and other records of serials and documents.

7. Participate in the disposal of unwanted serials and documents in the most beneficial way.

Functions

1. Participate in the budgetary process for the Serials and Documents Acquisitions Section.

2. Participate in monitoring library accounts for expenditures connected with serials and documents.

3. Maintain and monitor Deposit accounts and Coupon accounts.

4. Monitor requests for serials and documents to prevent unwanted duplication and unnecessary expenditures of library funds.

5. Act as a final check or review on the appropriateness of searching verification performed elsewhere, and perform additional types of searching and verification not performed elsewhere in order to support the activities of the Section.

6. Recommend the best method of acquiring serials and documents.

7. Acquire assigned serials and governmental monographs by ordering or soliciting.

8. Maintain all orders, subscriptions, solicitations, Depository programs, etc. on an active basis by monitoring, soliciting information, claiming, reorder-

ing, maintaining Columbia's name on gift and exchange mailing lists, by replying to questionnaires or by acknowledging receipt of individual issues, or by processing annual expiration notices or confirming order forms.

9. Receive, check in and route certain serials and documents.

10. Approve and prove payment of invoices and reimbursement of credits incurred as subscription or issue costs, or as dues or fees for any of the Section's subscriptions or subscription plans, services, memberships. blanket orders, or cooperative projects.

11. Originate claims for the Circulation Section of the Humanistic and Historical Studies Center, and for all libraries' materials missing from U.S. Depository shipments, Crown Agents, blanket-order shipments, invoices, and other materials that fall outside the normal claiming process.

12. Order, approve payment for, and maintain records of serials and documents used as exchange materials.

13. Cancel or transfer serial subscriptions when necessary.

14. Create, maintain, and make accessible records of:
    a. Serials and documents acquired as well as those discarded, offered, routed to other institutions, or disposed of in other ways.
    b. Services, materials, and/or privileges provided to the Libraries by Libraries, University, or personal memberships, services, blanket orders, depository programs, or cooperative projects.

15. Acquire and make effective use of knowledge, information, and bibliographic tools relating to serials and documents.

16. Provide access to, interpretation of, and information from the Section's materials files, records and tools.

17. Bring serial and document publications and information to the attention of selection officers, assist selection officers, and select certain documents.

18. Participate in the creation and maintenance of permanent bibliographic control records.

19. Participate in the disposal of unwanted serials and documents in the most beneficial way.

20. Coordinate, supervise and monitor policies, materials, and records in certain categories (such as U.S. depository) in order to satisfy various regulations and restrictions.

21. Have central responsibility for correspondence on most matters concerning the acquisition of serials and documents.

22. Consult with and advise staff members in Service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Serials and Documents Acquisitions Section.

23. Participate in supporting the RLG Serials Program.

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Key Working Relationships
1. Selection officers.
2. Catalogers.
3. Subscription agencies.
4. Proposed Documents Room staff.

Reports

Statistical and evaluative reports as policy requires.

Performance and evaluative criteria
1. Proper placing of Serial and Document orders.
2. Proper payment of invoices to make the most beneficial use of budgeted funds.
3. Completeness, accuracy, and accessibility of bibliographic records, files, and tools.
4. Promptness, completeness, and accuracy of reporting of information from the Section's records, files, and tools to other units of the Libraries as required.
5. Success in communicating Serials and Documents Acquisitions' policies and procedures to other units of the library which depend on the Section's services.
6. Satisfaction of other library units relying on the Serials and Documents Acquisitions Section.

Note
1. Documents refers to governmental serials and monographs. Serials refers only to non-governmental serials. The exact definition of governmental as it applies to Columbia's documents has yet to be defined.
2. Some of these activities can be transferred to a Documents Room.

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DOCUMENTS ACQUISITIONS UNIT[1]

Principal Administrator: Head, Documents Acquisitions Unit

Parent Unit: Serials and Documents Acquisitions Section

Role: To provide acquisitions, processing, and other services for document serials and monographs necessary to support the functioning of the Library system.

Objectives

1. Improve the operation of all library units relying on the Documents Acquisitions Unit by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts designated for expenditures for document publications.

3. Enhance the effectiveness of collection development by monitoring requests for document materials to prevent unwanted duplication and unnecessary expenditures of library funds.

4. Support the process of collection development through the proper acquisition of designated document materials and by participating in their selection.

5. Improve bibliographic control over document materials by maintaining records before permanent bibliographic control is achieved and by participating in the creation and maintenance of permanent bibliographic records.

6. Increase the library's informational resources by maintaining kardex and other records of documents.

7. Participate in the disposal of unwanted documents in the most beneficial way.

Functions

1. Participate in the budgetary process for the Documents Acquisitions Unit.

2. Participate in monitoring library accounts for expenditures connected with documents.

3. Participate in monitoring and maintaining Deposit accounts and monies used for the purchase of prepayment coupons with agencies such as Government Printing Office, Library of Congress, National Technical Information Service, and others.

4. Monitor requests for documents to prevent unwanted duplication and unnecessary expenditures of library funds.

5. Act as a final check or review on the appropriateness of searching and verification performed elsewhere and perform additional types of searching and verification not performed elsewhere in order to support the activities of the Documents Acquisitions Unit.

6. Recommend the best method of acquiring documents.

7. Acquire document monographs by purchase orders or gift solicitation.

8. Acquire document serials through purchase and gift by properly placing standing orders and solicitations for continuation and periodical subscriptions.

9. Acquire document serial back issues, replacement issues, sample copies, and document catalogs by proper purchase or gift solicitation.

10. Maintain all orders, solicitations, depository programs, etc. on an active basis by monitoring, soliciting information, claiming, reordering, maintaining Columbia's name on gift and exchange mailing lists by replying to questionnaires or by acknowledging receipt of individual issues or by processing annual expiration notices or confirming order forms.

11. Receive, check in, and route certain document materials.

12. Approve and prove payment of invoices and reimbursement of credits incurred as subscription or issue costs or as dues or fees for any of the Section's subscriptions or subscription plans, services, memberships, blanket orders, or cooperative projects.

13. **Originate claims for the Circulation Section of Butler Library and for all library materials lacking from U.S. Depository shipments, blanket order shipments, invoices, Crown Agents, and other materials that fall outside the normal claiming process.**

14. Order, approve payment for, and maintain records of document serials and monographs used as exchange materials.

15. Cancel or transfer document serial subscriptions when necessary.

16. Create maintain, and make accessible records of:
    a. document serials and monographs acquired, as well as those being offered, discarded, routed to other institutions, or disposed of in other ways.
    b. services, materials, and/or privileges provided to the Libraries by library, University, or personal memberships, services, blanket orders, depository programs, or cooperative projects.

17. Acquire and make effective use of knowledge, information, and bibliographic tools relating to documents.

18. Provide access to, interpretation of, and information from the Unit's materials, files, records, and tools.

19. Bring document materials and information to the attention of selection officers, assist selection officers, and select certain documents.

20. Participate in the disposal of unwanted document materials.

21. Assist in monitoring policies, materials, and records in certain categories (such as U.S. Depository) in order to satisfy various regulations and restrictions.

22. Have central responsibility for correspondence on most matters concerning documents.

23. Consult with and advise staff members in Service Centers and elsewhere concerning policies and procedures pertaining to activities performed

centrally by the Documents Acquisitions Unit.

Key Working Relationships

1. Organizational units and individuals in the Library involved with the Documents Acquisitions Unit.
2. Organizations and individuals outside the Library, e.g. Superintendent of Documents.
3. Documents Room staff.[2]
4. Reference librarian having special responsibility in the documents area.

Reports

Statistical and evaluative reports as policy requires.

Performance and evaluative criteria

1. Proper placing of document orders.
2. Proper payment of invoices to make the most beneficial use of budgeted funds.
3. Completeness, accuracy, and accessibility of bibliographic records, files and tools.
4. Promptness, completeness, and accuracy of reporting of information from the Unit's records, files and tools to other units of the Library as required.
5. Success in communicating Documents Acquisitions Unit's policies and procedures to other units of the Library which depend on the Section's services.

6. Satisfaction of other library units relying on the Documents Acquisitions Unit.

Note

1. The word documents is used throughout, unless otherwise modified, to incude both document serials and monographs. For serials other than document serials, see the description of the Serials Acquisitions Unit.
2. Currently the Documents Acquisitions Unit performs certain activities that are to be transferred to the proposed Documents Room. These activities include holding current and unbound issues of Congressional hearings and Serial Set materials, determining whether all materials for a certain session or Congress are received, arranging them into volumes and assigning call numbers and volume numbers, listing contents or other information as needed in Public Serials Catalog, Official Serials Catalog, and Shelf lists, typing binding slips, and related duties. It is probably best for the new Documents Acquisitions Unit to continue these activities until a Documents Room is set up, perhaps until after the suggested long-term Task Force investigation of documents at Columbia has been completed. Objectives and functions relating to these tasks are adequately covered by Objective 4 and Function 18.

SERIALS ACQUISITIONS UNIT[1]

Principal Administrator: Head, Serials Acquisitions Unit.

Parent Unit: Serials and Documents Acquisitions Section.

Role: To provide serials acquisition, processing and other services necessary to support the functioning of the library system.

Objectives

1. Improve the operation of all library units relying on the Serials Acquisitions Unit by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts designated for expenditures for serials.

3. Enhance the effectiveness of collection development by monitoring requests for serials to prevent unwanted duplication and unnecessary expenditure of library funds.

4. Support the process of collection development through the proper acquisition of designated serials and by participating in their selection.

5. Improve bibliographic control over serials by maintaining records before permanent bibliographic control is achieved and by participating in the creation and maintenance of permanent bibliographic records.

6. Increase the library's informational resources by maintaining kardex and other records of serials.

7. Participate in the disposal of unwanted serials in the most beneficial way.

Functions

1. Participate in the budgetary process for the Serials Acquisitions Unit.

2. Participate in monitoring library accounts for expenditures connected with serials.

3. Participate in maintaining and monitoring deposit accounts.

4. Monitor requests for serials to prevent unwanted duplication and unnecessary expenditure of library funds.

5. Act as a final check or review on the appropriateness of searching and verification performed elsewhere and perform additional types of searching and verification not performed elsewhere in order to support the activities of the Serials Acquisitions Unit.

6. Recommend the best method of acquiring serials.

7. Acquire serials through purchase by the proper placing of standing orders for continuation and periodical subscriptions.

8. Acquire back issues, replacement issues, sample copies and serial catalogs (including document serial catalogs) by proper purchase or gift solicitation.

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9. Maintain all subscriptions on an active basis by monitoring, soliciting information, claiming, reordering, acknowledging receipt of gifts and exchanges, etc.

10. Receive, check in and route certain serials.

11. Approve and prove payment of invoices and reimbursement of credits incurred as subscription or issue costs or as dues or fees for any of the Section's various subscriptions or subscription plans, services,memberships, blanket orders or cooperative projects.

12. Originate claims for the Circulation **Section** of the Humanistic and Historical Studies Center for all Library materials lacking from invoices, and for other materials that fall outside the normal claiming process.

13. Order, approve payment for and maintain records of serials used as exchange materials.

14. Cancel or transfer serial subscriptions when necessary.

15. Create,maintain and make accessible records of:
    a) all serials acquired as well as those serials being offered, discarded, routed to other institutions or disposed of in other ways.
    b) services, materials, and/or privileges provided to the Libraries by library, University or personal memberships, services, blanket orders or cooperative projects.

16. Acquire and make effective use of knowledge, information and bibliographic tools relating to serials.

17. Provide access to interpretation of and information from the **Unit's** materials, files,records and tools.

18. **Bring serials and information about them to the attention of selection officers and assist the selection officers in making selections.**

19. Supply information needed for the creation and maintenance of permanent bibliographic control records.

20. Participate in the disposal of unwanted serials.

21. Assist in monitoring policies, materials, and records in certain categories in order to satisfy various regulations and restrictions.

22. Have central responsibility for correspondence on most matters concerning the acquisition of serials.

23. Consult with and advise staff members in Service **Units** and elsewhere about policies and procedures pertaining to activities performed centrally by the Serials Acquisitions Section.
24. **Participate in supporting the RLG Serials Program.**

Key Working Relationships

1. Organizational units and individuals in the library involved with the Serials Acquisitions Section.
2. Subscription agencies **and publishers.**

Reports
Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Proper placing of serial orders.
2. Proper payment of invoices to make the most beneficial use of budgeted funds.
3. Completeness accuracy and accessibility of bibliographic records, files and tools.
4. Promptness, completeness, and accurary of reporting of information from the Section's records, files and tools to other units of the library as required.
5. Success in communicating Serials Acquisitions policies and procedures to other units of the library which depend on the Unit's services.
6. Satisfaction of other library units relying on the Serials Acquisitions Unit.

NOTE
Excludes document serials unless otherwise noted.

GIFTS AND EXCHANGE SECTION

Principal Administrator: Head, Gifts and Exchange Section.

Parent Unit: **Acquisitions Department**

Role: To provide gift, exchange and other support services.

Objectives

1. Improve the operation of all library units relying on the Gifts and Exchange **Section** by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts.

3. Support the process of collection development through the proper acquisition of materials by gift and exchange, by offering materials to selection officers and by participating in selection.

4. Contribute to bibliographic control over materials by participating in maintaining records before permanent bibliographic control is achieved.

5. Facilitate use of the collections by participating in the physical preparation of materials.

6. Supplement and enhance reference and resource services by providing information about significant acquisitions and Columbia-connected materials.

7. Dispose of unwanted materials in the most beneficial way.

Functions

1. Participate in the budgetary process for the Gifts and Exchange **Section.**

2. Participate in maintaining library accounts.

3. Perform bibliographic searching not performed elsewhere in order to support the activities of the Gifts and Exchange **Section.**

4. Examine out-of-print, replacement, serial, and Columbia University Press orders for possible filling through gift or exchange.

5. Decide on the feasibility of acquiring materials through gift or exchange.

6. Acquire certain materials by soliciting them as gifts or by inaugurating exchange arrangements.

7. Acknowledge gifts and exchanges appropriately.

8. Maintain and make accessible records of the acquisitions, processing and payment status of gifts and exchange materials, including records of donors and exchange balances.

9. Provide information pertaining to materials acquired and participate in making them available.

10. Create, maintain, and provide access to the Register of Significant Acquisitions (i.e. R11 file; includes past purchases, as well as gifts), and to the various lists of Columbia-connected publications (e.g. Arden House, Bicentennial, etc.).

11. Be responsible for the storage and maintenance of certain materials and make them available.

12. Actively participate in the solicitation of gifts.

13. Bring gift or exchange materials and information to the attention of the selection officers and participate in the selection of certain materials.

14. Receive, record, and assist in assigning to the Libraries' collections each Columbia University Press Depository publication and other depository materials handled by this Section.

15. Coordinate the purchase and distribution of materials to be sent to exchange partners.

16. Compile and distribute lists of materials available on exchange.

17. Maintain addressograph mailing lists for exchange materials.

18. Coordinate and supervise the disposal of unwanted material in the most beneficial way, including distribution to other libraries.

19. Price and sell duplicates and participate in controlling the monies received from these sales.

20. Act as sales and distribution agent for certain Library and University publications, e.g. Friends of the Columbia Libraries' publications.

21. Consult with and advise staff members in Service units and elsewhere about policies and procedures pertaining to activities performed centrally by the Gifts and Exchange Section.

22. Supervise, organize and maintain the Book Sale Room.

23. House, maintain and be responsible for the security and proper use of Addressograph equipment and plates and perform centrally Addressograph operations.

24. Supervise loans to reprint publishers and reimbursement for them; participate in establishing policy regarding such loans.

Key Working Relationships
1. Selection officers.
2. Other acquisitions units.
3. Columbia Press, etc.
4. Donors.
5. United States Book Exchange, etc.

Reports
Statistical and evaluative reports as policy requires.

Performance and evaluative criteria
1. Maintenance of good relations with donors.
2. Accuracy of records.
3. Satisfaction of library units relying on the Gifts and Exchange Section.

BIBLIOGRAPHIC SEARCHING DEPARTMENT

Principal Administrator: Head, Bibliographic Searching Department

Parent Unit: Library Technical Support Group

Role: To provide centralized bibliographic searching (not including serials) in most languages, and other acquisitions and pre-cataloging support services.

Objectives:

1. Improve the operation of all library units relying on the Bibliographic Searching Department by providing efficient and economic service and by participating in the establishment of policies which further such services.

2. Enhance the effectiveness of collection development by monitoring requests for materials to prevent unwanted duplication and unnecessary expenditures of library funds.

3. Support the process of collection development through participation in the proper acquisition of designated materials.

4. Improve bibliographic control over materials by participating in maintaining records before permanent bibliographic control is achieved and by participating in the efficient production and maintenance of permanent bibliographic records.

Functions

1. Participate in the budgetary process for the Bibliographic Searching Department.

2. Select and maintain the bibliographic tools of the Bibliographic Searching Department.

3. Search requests for all types of materials in most languages to see if items already ordered, received, or in the Library's collections in some other edition, and bring information found to the attention of the selection officers.

4. Complete, correct or verify the bibliographic information available for material requested and establish the processing entry, using bibliographic tools when necessary.

5. Sort materials sent for cataloging.

6. Search materials in preparation for cataloging, including searching in the General Catalog, the National Union Catalog, depository file and other sources.

7. Provide Library of Congress or other available cataloging copy.

8. Distribute searched materials to appropriate persons.

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9. Maintain the NPAC depository file including sorting, filing, and weeding of depository cards.

10. Translate correspondence received by other Library Technical Support units.

11. Participate in the maintenance of the system providing bibliographic control over materials in process.

12. Consult with and advise staff members in service centers and elsewhere about policies and procedures pertaining to activities performed centrally by the Bibliographic Searching Department.

Key Working Relationships
1. Selection of officers.
2. Acquisitions units
3. Bibliographic Control units.

Reports
Statistical and other reports as needed to units of the library depending on the Bibliographic Searching Department, especially to the selection officers, and the Division of Bibliographic Control and its sub-units.

Performance and evaluative criteria
1. Accuracy
2. Satisfaction of library units relying on the Bibliographic Searching Department.

Note
1. "Serials" refers to all serials except for monographic series separately classed.
2. "Most languages" will include those printed in Roman, Greek, & Cyrillic alphabets.
3. Searching prior to cataloging could include other access points as well as the author's name.

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ACQUISITIONS SEARCHING SECTION

Principal Administrator: Supervisor, Acquisitions Searching Section

Parent Unit: Bibliographic Searching Department

Role: To provide centralized bibliographic searching during the acquisition process for material in most languages (usually exclusive of serials).

Objectives

1. Improve the operation of all library units relying on the Acquisitions Searching Section by providing efficient and economic service and by participating in the establishment of policies which further such service.
2. Enhance the effectiveness of collection development by monitoring requests for materials to prevent unwanted duplication and unnecessary expenditure of library funds.
3. Support the process of collection development through participation in the proper acquisition of designated materials.
4. Improve bibliographic control over materials by participating in maintaining records before permanent bibliographic control is achieved, and by participating in the efficient production and maintenance of permanent bibliographic records.
5. Improve service to readers by participating in a system for retrieving materials in process.

Functions:

1. Participate in the budgetary process for the Acquisitions Searching Section.
2. Participate in selecting and maintaining the bibliographic tools of the Bibliographic Searching Department.
3. Search requests for all types of materials in most languages to see if already ordered, received, or in the Library's collections in the present or some other edition, and bring information found to the attention of the selection officers.
4. Complete, correct or verify the bibliographic information available for material requested and establish the processing entry, using bibliographic tools when necessary.
5. Translate correspondence received by other Library Technical Support units.
6. Participate in the maintenance of the system providing bibliographic control over materials in process and in finding this material on request.
7. Consult with and advise staff members in service centers and elsewhere about policies and procedures pertaining to activities performed centrally by the Acquisitions Searching Section.

Key Working Relationships

1. Other Bibliographic Searching Department staff
2. Selection officers and department library staff members
3. Acquisitions Department units

4. Bibliographic Control Division units
5. Data Control Department

Reports

Statistical and other reports as needed to units of the library depending on the Acquisitions Searching Section; and to the administration of the Support Group.

Performance and evaluative criteria

1. Accuracy and speed of accomplishing work to be done.
2. Satisfaction of library units relying on the Acquisitions Searching Section.

DATA CONTROL DEPARTMENT

Principal Administrator: Head, Data Control Department

Parent Unit: Library Technical Support Group

Role: To provide computer-based processing services supporting various activities in the Library system; and to provide catalog card production services.

Objectives

1. Improve the operation of all library units relying on the Data Control Department by providing efficient service and by participating in the establishment of policies which further such service.
2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of complete and accurate records of library accounts and producing financial reports.
3. Enhance library operations and services through the control of operational computer-assisted systems.
4. Contribute to bibliographic control over materials and the avoidance of unnecessary duplication and facilitate research and use of the collections through efficient production of in-process and permanent bibliographic records.
5. Facilitate circulation control by processing circulation data and generating computer-produced records.
6. Facilitate the processing of reserve materials and access to them by generating computer-produced internal and public records.

Functions

1. Participate in the budgetary process for the Data Control Department.
2. Assist in the purchase and rental of supplies and equipment used only in Data Control and Card Production.
3. Produce financial records and checks for payment on certain library accounts.
4. Keep abreast of the latest techniques, equipment, and information pertaining to functions assigned to the Data Control Department.
5. Be responsible for preparation of data for computer-based systems and for the submission of production jobs.
6. Be responsible for the physical and editorial processing and distribution of computer products.
7. Be responsible for the security of computer files by the physical maintenance of backup records.
8. Coordinate machinery and staff in anticipation of production demands, ensuring minimal time-lag between receipt of data and distribution of products.
9. Work closely with the Systems Office and the Computer Center to detect and resolve production failures due to hardware or program-related problems.

10. Work closely with other library units in resolving problems in the initial phase of new systems and in determining needed modifications for established systems.

11. Advise the Computer Center of routine and continuing operational problems involving computer processing.

12. Participate in the creation of bibliographic records by producing and distributing catalog cards.

13. Check the accuracy and completeness of invoices.

14. Consult with and advise units of the library dependent on Data Control on the status of production runs.

15. Provide and process data for reports, questionnaires, etc. both for internal use and in response to outside agencies under the coordination of the Planning Office.

Key Working Relationships
1. Systems Office.
2. Other organizational units and individuals in the library involved with Data Control.
3. Computer Center.
4. Controller.

Reports
Statistical and evaluative reports as policy requires.

Performance and evaluative criteria
1. Efficiency and economy in providing services based on regularity and speed
2. Accuracy of performing technical operations based on performance standards
3. Quality of products supplied
4. Satisfaction of library units relying on Data Control.

CARD PRODUCTION SECTION

Principal Administrator: **Supervisor, Card Production Section**

Parent Unit: **Data Control Department.**

Role: To provide catalog card production services.

Objectives

1. Improve the operation of all library units relying on the Card Production Department by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts.

3. Improve bibliographic control over materials and facilitate research and use of collections by participating in the efficient production of permanent bibliographic records.

4. Improve bibliographic control nationally by providing copies of Columbia's catalog cards to the National Union Catalog and for other such projects.

Functions

1. Participate in the budgetary process for the Card Production Department.

2. Produce and distribute catalog cards for the general card catalog, central shelflists and catalogs in Service units and elsewhere.

3. Produce extra catalog cards to be filmed for security purposes.

4. Provide the National Union Catalog and other such projects with cards representing Columbia's cataloging.

5. Consult with and advise staff members in Service units and elsewhere about policies and procedures which pertain to activities performed centrally by the Card Production Department.

Key Working Relationships

1. Data Control Department
2. Cataloging units
3. Service units.

Reports

Statistical and other reports as needed to:

a) Units of the library involved with the Card Production Department.
b) National Union Catalog and other such projects.

Performance and evaluative criteria

1. Accuracy of cards
2. Quality of technical work.
3. Satisfaction of library units relying on the Card Production Department.

GENERAL SERVICES DEPARTMENT

Principal Administrator: Head, General Services Department

Parent Unit: Library Technical Support Group

Role: To provide building maintenance, security, purchasing, delivery and other services which maintain the functioning of the library system.

Objectives

1. Improve the operation of all library units relying on the General Services Department by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of complete and accurate records of certain library Administrative Accounts and in the monitoring of their expenditures.

3. Promote the security of library patrons and staff and provide building maintenance and security by serving as a liaison with the Department of Buildings and Grounds and the Security Office.

4. Support library operations by obtaining and distributing library supplies and equipment in the most efficient and economic way.

5. Facilitate operations by maintaining the efficient delivery and shipment of library materials and mail, and maintaining the security of such materials.

Functions

1. Participate in the budgetary process for the General Services Department.

2. Participate in the maintenance of complete and accurate records of certain library Administrative Accounts and in monitoring their expenditures.

3. Respond to the security needs of library patrons and staff by cooperating closely with the Security Office.

4. Act as liaison with the Department of Buildings and Grounds and the Security Office in promoting the security and maintenance of all library facilities and equipment.
5. Be responsible for the purchase, rental and distribution of supplies and equipment (in cooperation with other library staff members when necessary)

6. Monitor the use of supplies and equipment.

7. Acquire knowledge about various kinds of supplies, equipment, building materials, etc.; use this knowledge to participate in decision-making; keep abreast of new developments in these areas; and inform other staff members appropriately.

8. Be responsible for shipping, receiving, mail and delivery services for the library and certain other university departments.

9. Be responsible for the Staff Lounge.

10. Control the library's petty cash.

11. Coordinate fire prevention activities and drills for Butler Library.

12. Prepare multilith masters for forms used generally.

13. Consult with and advise staff members dependent upon the General Services Department about policies, procedures and the status of their orders on administrative accounts.

Key Working Relationships

1. All organizational units and individuals in the library dependent upon the General Services Department.
2. University departments: Buildings & Grounds, Security Office, Purchasing Office, Controller's Office.
3. Vendors of supplies and equipment.

Reports

Statistical and evaluative reports as policy requires, including status of accounts to the Financial Services Office.

Performance and evaluative criteria

1. Security and condition of library facilities.
2. Accuracy of records.
3. Satisfaction of library units relying on the General Services Department.

SHIPPING AND RECEIVING SECTION

Principal Administrator: **Supervisor, Shipping and Receiving Section**

Parent Unit: General Services Department

Role: To provide shipping, mailing and routing services necessary to maintain the functioning of the library system and some other University departments.

Objectives

1. Improve the operation of all library units relying on the Shipping and Receiving Section by providing prompt and efficient service and by participating in the establishment of policies which further such service.
2. Contribute to sound finances by monitoring expenditures of the Shipping and Receiving Section.
3. Facilitate operations by providing prompt and efficient delivery and shipment of library materials and mail.
4. Ensure the security of materials mailed, routed or shipped.

Functions

1. Participate in the budgetary process for the Shipping and Receiving Section.
2. Maintain complete and accurate records of expenditures involving the operation of the Shipping and Receiving Section.
3. Be responsible for the proper packaging, shipping, mailing and routing of materials handled by the Shipping and Receiving Section, including the coordination and scheduling of pickups and deliveries.
4. Be responsible for the collection and delivery of library materials, mail, supplies and equipment for units of the library system and some other units of the University. Staff in other units will assume this responsibility when urgency requires (e.g., the expeditious distribution of pay checks).
5. Be responsible for the proper receipt or redirection of materials delivered to the Shipping and Receiving Section.
6. Consult with and advise those dependent upon the Shipping and Receiving Section about policies and procedures and provide information concerning the whereabouts of materials for which the Shipping and Receiving Section is responsible.
7. Be responsible for the allocation of space and physical arrangement of materials held in the shipping and receiving areas awaiting collection or delivery.
8. Be responsible for the security of the shipping and receiving areas supplies, equipment, materials and mail (including the U.S. mail).

Key Working Relationships

1. All organizational units and individuals in the library involved with the

Shipping and Receiving Section.

2. U.S. Post Office.
3. Commercial organizations (e.g. REA, UPS)

Reports

Statistical and other reports as needed to:

- a. Other units of the library involved with the Shipping and Receiving Section.
- b. University departments housed in Butler Library.
- c. U.S. Post Office

Performance and evaluative criteria

1. Promptness and efficiency of delivery and collection of library materials.
2. Probity in handling mail and other materials.
3. Quality of work.
4. Satisfaction of all units relying on the Shipping and Receiving Section.

Note

Other university departments are those housed in Butler Library, including professors who have their offices there.

PRESERVATION DEPARTMENT

Principal Administrator: Head, Preservation Department

Parent Unit: Library Technical Support Group

Role: To provide the expertise and services necessary to carry on a continuing program of preservation of the libraries' materials, including preparation, repair, and reproduction of materials.

Objectives

1. Improve the operation of all library units relying on the Preservation Department by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts.

3. Improve bibliographic control over materials by maintaining records.

4. Contribute to the high quality of the Library's collection and facilitate use of materials through proper preservation and maintenance of materials as well as through advising selection officers and service librarians.

5. Facilitate research and the dissemination of information by providing reprographic services.

6. Facilitate research and use of the collections by participating in the physical preparation of materials.

7. Improve library services and collections by keeping abreast of current developments in the field of preservation, binding and reprography.

Functions

1. Participate in the budgetary process for the Preservation Department.

2. Be responsible for providing preservation services of a technical nature, such as binding, repair, photocopying, etc.

3. Consult with and advise selection officers and service librarians about preservation policies and practices.

4. Maintain contact with reprinters and micropublishers to encourage the preservation of information through republication.

5. Help develop policy on loans to reprint publishers and reimbursement for them.

6. Provide in-house binding and repair services.

7. Provide reprographic services.

8. Prepare library materials for use by plating, pocketing, marking and other means.

9. Coordinate activities involving commercial binders.

10. Participate in the maintenance of library binding and reprographic accounts.

11. Be responsible for keeping abreast of current developments in the fields of binding, preservation, and reprography.

12. Advise on the purchase or rental of specialized supplies and equipment needed for reprographic and preservation processes.

13. Consult with and advise staff members dependent upon the Preservation Department about policies and procedures pertaining to activities performed centrally by the Preservation Department.

Key Working Relationships
1. Selection officers
2. Commercial binders
3. Service Units
4. Library users

Reports
Statistical and other reports as needed to:
1. Selection officers
2. Service units

Performance and Evaluative Criteria
1. Accuracy of records.
2. Quality of technical work.
3. Satisfaction of library units and users relying on the Preservation Department.

BINDING SECTION

Principal Administrator: Head, Binding Section

Parent Unit: Preservation Department

Role: To provide in-house binding and repair services necessary for the maintenance of the collection.

Objectives

1. Improve the operation of all library units relying on the Binding Section by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Contribute to the high quality of the library's collection and facilitate use of materials through proper preservation and maintenance of these materials.

3. Facilitate research and use of the collections by the physical preparation of materials.

Functions

1. Participate in the budgetary process for the Binding Section.

2. Provide in-house binding, preservation, and repair services.

3. Be responsible for keeping abreast of the latest techniques available for the binding, preservation and repair of materials.

4. Be responsible for the day-to-day care and maintenance of departmental equipment and machinery.

5. Advise on the purchase and rental of specialized supplies and equipment needed for binding, preservation, and repair processes.

6. Consult with and advise units of the library dependent upon the Binding Section about proper binding, preservation and repair procedures.

Key Working Relationships

1. Materials Processing Section
2. Service units.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Accuracy of records
2. Quality of technical work
3. Satisfaction of library units relying on the Binding Section.

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MATERIALS PROCESSING SECTION, TECHNICAL SUPPORT GROUP

Principal Administrator: Head, Materials Processing Section, Technical Support Group

Parent Unit: Preservation Department

Role: To provide processing services necessary to prepare materials for use.

Objectives

1. Improve the operation of all library units relying on the Materials Processing Section by providing efficient and economic service and by participating in the establishement of policies which further such service.

2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library binding accounts.

3. Facilitate research and use of the collections by participating in the physical preparation of materials.

Functions

1. Participate in the budgetary process for the Materials Processing Section.

2. Prepare library materials for use by book plating, pocketing, marking and other means.

3. Coordinate activities involving commercial binders, including sending, receiving, record keeping, and quality control.

4. Maintain and make accessible records of material sent to commercial binders.

5. Review material sent for processing to determine whether the action requested is suitable, in cooperation with the Binding Section.

6. Review finished material to help ensure that Support Group processing has been completed and distribute processed material for delivery.

7. Participate in the maintenance of library binding accounts.

8. Be responsible for keeping abreast of current developments in the field of book processing.

9. Advise on the purchase or rental of specialized supplies and equipment needed for book processing purposes.

10. Consult with and advise staff members in Service Centers and elsewhere about policies and procedures pertaining to activities performed centrally by the Materials Processing Section.

Key Working Relationships

1. Binding Section
2. Commercial binders.

Reports

Statistical and other reports as needed to:

a. Other units of the library involved with the Materials Processing Section.
b. Commercial binders

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Performance Evaluative Criteria

1. Accurary of records.
2. Quality of technical work
3. Satisfaction of library units relying on the Materials Processing Section.

REPROGRAPHY SECTION

Principal Administrator: Head, Reprography Section

Parent Unit: Preservation Department

Role: To provide technical and advisory services necessary for the reproduction of library materials at the request of other library units and library patrons.

Objectives:

1. Improve the operation of all library units relying on the Reprography Section by providing efficient and economic service and by participating in the establishment of policies which further such service.
2. Facilitate the functioning of library units and contribute to sound finances by participating in the maintenance of library accounts.
3. Contribute to the high quality of the library's collection and to facilitate use of materials by participating in preservation and maintenance programs.
4. Facilitate research and the dissemination of information by providing a wide range of reprographic services and consultation.
5. Improve library services & collections by keeping abreast of current developments in the field of reprography.

Functions

1. Participate in the budgetary process for the Reprography Section.
2. Be responsible for providing preservation services of a technical nature related to reprographic processes.
3. Provide reprographic services.
4. Obtain necessary library materials for reprographic purposes in order to fill orders submitted by other library units and library patrons.
5. Be responsible for the day-to-day care and maintenance of specialized equipment.
6. Issue invoices requesting payment to the controller for reprographic work done within the unit and in selected reader service areas for library patrons and outside agencies.
9. Be responsible for keeping abreast of current developments in the field of reprography.
10. Advise on the purchase and rental of specialized supplies and equipment needed for reprographic processes.
11. Consult with and advise library patrons and other library units on the best reprographic methods for any given transaction.

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Key Working Relationships

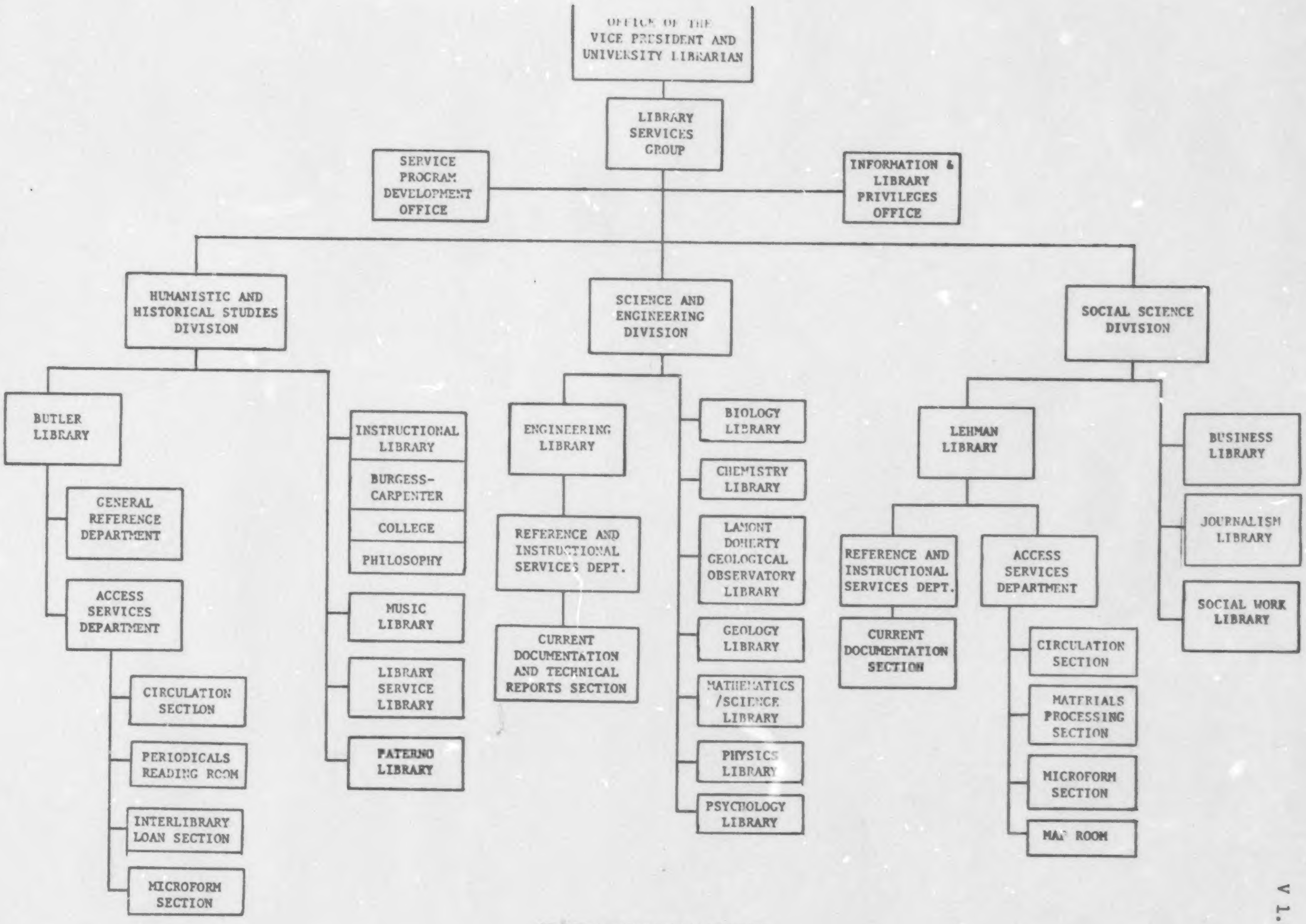
1. Service units, especially Avery, Rare Books and Manuscripts and Circulation.
2. Interlibrary loan office.
3. Library patrons.
4. Equipment suppliers.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Accuracy of records
2. Quality of technical work
3. Satisfaction of library units and outside patrons relying on the Reprography Section.


OFFICE OF THE VICE PRESIDENT AND UNIVERSITY LIBRARIAN
LIBRARY SERVICES GROUP
SERVICE PROGRAM DEVELOPMENT OFFICE
INFORMATION & LIBRARY PRIVILEGES OFFICE
HUMANISTIC AND HISTORICAL STUDIES DIVISION
SCIENCE AND ENGINEERING DIVISION
SOCIAL SCIENCE DIVISION
BUTLER LIBRARY
GENERAL REFERENCE DEPARTMENT
ACCESS SERVICES DEPARTMENT
CIRCULATION SECTION
PERIODICALS READING ROOM
INTERLIBRARY LOAN SECTION
MICROFORM SECTION
INSTRUCTIONAL LIBRARY
BURGESS-CARPENTER
COLLEGE
PHILOSOPHY
MUSIC LIBRARY
LIBRARY SERVICE LIBRARY
PATERNO LIBRARY
ENGINEERING LIBRARY
REFERENCE AND INSTRUCTIONAL SERVICES DEPT.
CURRENT DOCUMENTATION AND TECHNICAL REPORTS SECTION
BIOLOGY LIBRARY
CHEMISTRY LIBRARY
LAMONT DOHERTY GEOLOGICAL OBSERVATORY LIBRARY
GEOLOGY LIBRARY
MATHEMATICS /SCIENCE LIBRARY
PHYSICS LIBRARY
PSYCHOLOGY LIBRARY
LEHMAN LIBRARY
REFERENCE AND INSTRUCTIONAL SERVICES DEPT.
CURRENT DOCUMENTATION SECTION
ACCESS SERVICES DEPARTMENT
CIRCULATION SECTION
MATERIALS PROCESSING SECTION
MICROFORM SECTION
MAP ROOM
BUSINESS LIBRARY
JOURNALISM LIBRARY
SOCIAL WORK LIBRARY

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COLUMBIA UNIVERSITY LIBRARIES

LIBRARY SERVICES GROUP: ADMINISTRATIVE STRUCTURE

OCT 1 1975

LIBRARY SERVICES GROUP

Principal Administrator: Director of Library Services

Parent Unit: Office of the Vice President for Information Services and University Librarian.

Role: To provide library services to members of the academic community in the humanities, social sciences and sciences.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the libraries, students and faculty.
5. Create an atmosphere for and a tradition of good service among the staff.

Functions

1. Develop and enforce policies regarding use of library collections, services and facilities.
2. Make budget recommendations and control budgets for units and staff in the services area.
3. Operate the subject libraries and coordinate their activities.
4. Act as a liaison between readers and the Resources Group.
5. Maintain library facilities in conjunction with the Technical Support Group.
6. Establish policies for safeguarding the collections and for the protection of library and personal property.
7. Coordinate staff training programs in the services area.
8. Develop and administer policies for use of the libraries by non-University scholars and researchers.
9. Create, develop and maintain reference resources to support present and future needs of the University.
10. Develop and coordinate instructional programs in the use of library resources.
11. Prepare and produce necessary guides to and descriptions of library resources.

Key Working Relationships

1. Resources and Technical Support Groups and library units designated as Distinctive Collections.
2. Representatives of the faculty and student body on improving and refining services to library users.
3. Assistant University Librarian for Planning on budgetary matters.
4. Assistant University Librarian for Personnel on all matters relating to personnel policies within the Services Group.

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Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Protection of materials against loss.
3. Physical condition of facilities.
4. Reliability and speed of service.

SERVICE PROGRAM DEVELOPMENT OFFICE

Principal Administrator: Head, Service Program Development Office

Parent Unit: Library Services Group

Role: To plan, design, develop, and coordinate programs and activities to apply the library resources of the University to the information needs of the academic community.[1]

Objectives

1. Expand the reference capacity of the Libraries through programs that bring specialized library resources and services to students and academic staff.

2. Relate library resources to University instructional and research activities through educational programs directed toward the effective use of the Libraries' resources.

3. Promote the provision of direct assistance to students and academic staff through in-depth reference work applied to specific research and instructional projects.

4. Increase the effectiveness of reference service by coordinating the utilization of library personnel for in-depth references service system wide.

5. Develop the capability among students and academic staff to make effective use of library resources in general.

6. Increase the awareness of bibliographic tools and research techniques among students and academic staff.

7. Increase the familiarity of students with Columbia's library collections.

8. Aid students and staff in a systematic way to keep up with the literature in their fields of interest.

9. Allow faculty to receive regularly materials of potential value in their instructional work.

Functions

1. Initiate and coordinate the design, development and implementation of Libraries service and in-depth reference programs.

2. Coordinate the utilization of library personnel for in-depth reference service, system-wide.

3. Help members of the academic community to take maximum advantage of library resources in satisfying their research needs by providing educational programs and individualized assistance based on the specialized subject and collection knowledge of the Libraries' professional staff.

4. Develop programs and materials to inform students and academic staff of available Columbia library resources.

5. Develop curricula to teach library research techniques and the use of bibliographic tools.

6. Coordinate and publicize instructional programs conducted by Libraries staff within University courses.

7. Develop and administer training for librarians participating in resource utilization programs.

8. Determine library instructional needs and plan programs to satisfy them.

9. Develop user guides and self-instructional materials to aid library patrons.

10. Coordinate library information sessions and escourted tours of library facilities.

11. Develop literature citation, table of contents, selective dissemination, and other current services for students and academic staff.

12. Determine current-awareness service needs and plan programs to satisfy them.

13. Review services available from outside sources and assess their applicability in the Columbia environment.

14. Participate in the development of computer-based literature control systems in the Libraries Systems Office.

15. Act as liaison with outside agencies providing specialized information services to students and academic staff.

Key Working Relationships
1. Resource Development Division and Service Center reference personnel.
2. Distinctive collections.
3. Faculty, researchers, students.
4. Planning Office.
5. Outside information service organizations.

Reports
1. Annual and periodic reports to the Associate University Librarian for Resources.
2. Periodic reports to Service Center Directors and the Associate University Librarian for Services.
3. Reports to appropriate faculty members, including department chairmen and deans.

Performance and Evaluative Criteria
1. User satisfaction.
2. Number of users served.
3. Effectiveness of programs and materials.
4. Variety and number of programs developed and implemented.

NOTES
1. These programs would include current awareness, library instruction in specific disciplines, consultations, bibliography generation, data-base services, and other types of in-depth reference work. The services themselves are administered within the Services Group.

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INFORMATION AND LIBRARY PRIVILEGES OFFICE

Principal Administrator: Head, Information and Library Privileges Office

Parent Unit: Library Services Group

Role: To facilitate access to the University libraries by disseminating general information and granting library privileges to qualified readers.

Objectives

1. Provide a central source of general information which will aid readers in the use of the libraries.
2. Provide use of the University libraries to those not in the University community who are eligible to use its collections.
3. Maintain an office where solutions to particular readers' problems may be expedited.
4. Create an atmosphere of helpfulness to the reader.

Functions

1. Give geographical directions to users.
2. Refer users to appropriate places, both in the libraries and the University, which will satisfy their needs or answer their questions.
3. Publicize services offered by the libraries.
4. Participate in the development and implementation of library privileges policy.
5. Issue readers and borrowers cards.
6. Coordinate and control the assignment of carrels and cubicles, and issue cubicle keys.
7. Identify user problems and report them to appropriate staff members for solution.
8. Coordinate and distribute library schedules.
9. Maintain and coordinate records for the F-Invoice operation.

Key Working Relationships

1. Reference and Instructional Services Departments in all libraries.
2. Access Services Departments.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Physical condition of facilities.

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HUMANISTIC AND HISTORICAL STUDIES DIVISION

Principal Administrator: Chief, Humanistic and Historical Studies Division

Parent Unit: Library Services Group

Role: To provide library service to the academic community in the areas of humanistic and historical studies.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Deliver materials promptly and efficiently.
4. Foster close relations between the Libraries, students and faculty.
5. Create an environment for and a tradition of good service among the staff.

Functions

1. Coordinate services in the component libraries.
2. Provide information of a general introductory nature to orient users of the libraries.
3. Provide reference assistance.
4. Maintain easy access to collections.
5. Obtain material not in the libraries according to established policies.
6. Maintain security of collections.
7. Assist in preparing and controlling budgets for the units of the Humanistic and Historical Studies Division.

Key Working Relationships

1. Other Services Chiefs.
2. Chief Resources Librarian for the Humanistic and Historical Studies.
3. Catalogers of the Humanistic and Historical Studies
4. As the need arises, committees of faculty and students

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Protection of materials against loss.
3. Physical condition of facilities.
4. Reliability and speed of service.

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ACCESS SERVICESDEPARTMENT, HUMANISTIC AND HISTORICAL STUDIES DIVISION

Principal Administrator: Head, Access Services Department, **Butler Library**

Parent Unit: Humanistic and Historical Studies Division, Butler Library

Role: To provide easy access to materials in this Department, general information regarding their use and centralized interlibrary loan service.

Objectives

1. Aid clientele in making the best possible use of library resources and service.
2. Maintain an atmosphere conducive to study and research.
3. Deliver materials promptly and efficiently.
4. Foster close relations between the various units of the Access Services Department.
5. Create an environment for, and a tradition of good service among the staff.

Functions

1. Administer the operation of the separate units that make up the Access Services Department.
2. Maintain easy access to the Department's collections.
3. Ensure that materials are made available promptly and efficiently.
4. Participate in development of service capabilities in Humanistic and Historical Studies and in particular for the units of the Access Services Department.
5. Enforce policies developed by the Services Group regarding use of library collections, services and facilities.
6. Act as liason between readers and the other Humanistic and Historical Studies Departments and other units in the Services and Resources Group when warranted.
7. Coordinate the programs of the various service units in the Department for the delivery of materials to readers.
8. Maintain security of the collections.
9. Provide information of a general introductory nature to readers.
10. Participate in planning budgets and administering funds allocated to the Department.
11. Ensure that procedure manuals are kept up to date by the service units of the Department.
12. Administer centralized Interlibrary Loan.

Key Working Relationships

1. Personnel Office
2. Supervisors of units in the Access Services Department.
3. Catalogers of Humanistic and Historical Studies materials.
4. Librarians of the Instructional and General Reference Libraries.
5. Students and Faculty.
6. Collection development librarians.
7. Building maintenance
8. Materials Processing Department and Preservation Department in the Technical Support Group.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Protection of materials against loss.
4. Physical condition of facilities.

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CIRCULATION SECTION
HUMANISTIC AND HISTORICAL STUDIES DIVISION

Principal Administrator: Head, Circulation Section, Humanistic and Historical Studies, Butler Library

Parent Unit: Access Services Department, Humanistic and Historical Studies Division, Butler Library.

Role: To provide circulation services to members of the academic community.

Objectives
1. Facilitate use of library materials.

2. Provide material promptly and efficiently.

3. Create an environment for and a tradition of good service among the staff.

Functions
1. Enforce policies regarding the use of library collections, services, and facilities.

2. Assist in the maintenance of library facilities.

3. Enforce policies for safeguarding the collections and for the protection of library and personal property.

4. Control the circulation of materials and maintain the necessary records.

5. Maintain easy access to the collections and assist in locating materials.

6. Provide circulation services such as personal reserve notices, recalls, and overdue notices.

7. Provide rapid and accurate shelving of material and necessary shelf reading for the Butler collections.

8. Provide for regular inventory and search for missing materials.

9. Search and retrieve requested interlibrary loan materials.

Key Working Relationships
1. Faculty, students and staff.
2. Other units in Access Services.
3. General Reference Department.
4. Circulation Units in other Columbia libraries.
5. Resource Group in matters of preservation, replacements and related activities.
6. Personnel Office.

Reports
Circulation statistics. Other statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Cost effectiveness.
5. Physical conditions of facilities.

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INTERLIBRARY LOAN SECTION

Principal Administrator: Head, Interlibrary Loan Section

Parent Unit: Access Services Department, Humanistic and Historical Studies Division, Butler Library

Role: To increase library resources available for research by conducting borrowing and lending transactions with other libraries, both on a national and international scale.

Objectives

1. Make available to Columbia researchers material not held by the Columbia Libraries within established policies.
2. Lend as much material as possible to other libraries in accordance with established policies.
3. Create an environment for and a tradition of good service among the staff.

Functions

1. Operate the Interlibrary Loan Office.
2. Participate in establishing Interlibrary Loan Policy.
3. Locate, obtain and deliver for wrapping all material to be sent to other libraries.
4. Search the card catalog and verify Columbia holdings to requesting libraries in the City by telephone.
5. Photocopy or arrange for copying material to be sent in this form in lieu of loan or by special agreement.
6. Locate and borrow material from other libraries.
7. Maintain a system to facilitate use of borrowed materials.
8. Maintain accurate and complete records of all transactions.
9. Ensure that all material borrowed or loaned is returned on time and in good condition.
10. Make arrangements for reprography of materials borrowed according to established policy.
11. Keep necessary statistics and other records, including those required by the New York Interlibrary Loan contract.
12. Search the Weekly List of Unlocated Research Items and report to the National Union Catalog.
13. Recommend acquisition of material to the appropriate unit of the Resources Group.

Key Working Relationships

1. All Columbia Libraries.
2. Reference Department, H&H Studies.
3. Circulation Department, H&H Studies.
4. Reprography Unit, Technical Support Group.

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5. Shipping/Receiving Unit, Technical Support Group.
6. Libraries throughout the country and abroad.
7. National Union Catalog, Library of Congress.

Reports
1. Interlibrary loan statistics
2. NYSILL Statistics
3. Statistical and other evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Accuracy of searching and reporting on material requested from Columbia.
2. Success in obtaining material from other libraries.
3. Reliability and speed of service.
4. Accuracy and completeness of records.
5. Condition of material returned to sender.
6. Fulfillment of New York State Interlibrary Loan contract.

MICROFORM SECTION
HUMANISTIC AND HISTORICAL STUDIES

Principal Administrator: Head, Microform Section, Humanistic and Historical Studies

Parent Unit: Access Services Department, Humanistic and Historical Studies Division, Butler Library

Role: To provide prompt, accurate, and efficient access to Humanistic and Historical microform resources.

Objectives

1. Aid clientele in making the best possible use of the microform resources and services.
2. Create an environment for and a tradition of good service among staff.
3. Create an atmosphere conducive to study and research.
4. Provide materials promptly, accurately and efficiently.

Functions

1. Make available promptly, accurately and efficiently the H&H collection of microforms.
2. Maintain the microform collections and their storage facilities in good physical order.
3. Implement the Libraries' program of maintaining the security of collections as they relate to the Section.
4. Make available the machinery needed for reading microforms and provide instruction on its use as required.
5. Maintain the Section's machinery in good working order. This includes: (A) Regular and periodic cleaning. (B) Replacement of paper and minor parts. (C) Securing outside technical maintenance assistance promptly for larger repairs.
6. Provide directional assistance and general information about the unit and its collections.
7. Maintain bibliographical records for the collections and assist patrons in the use and interpretation of these records.
8. Prepare prints from microforms.
9. Participate in formulation of policies governing the servicing and maintenance of the microform collections and equipment.
10. Participate in consultations leading to the acquisition of new equipment.

Key Working Relationships

1. The catalogers responsible for original cataloging of microforms in the Bibliographic Control Division.
2. The Reprography Unit of the Preservation Department, Support Group.
3. The Microform Unit in the Social Science Libraries, as well as the individuals and/or units in charge of microforms in the various libraries.

4. Outside maintenance personnel called in for repairs.
5. The inter Library Loan Office.
6. The Monograph Order/Receipt Unit and the Serials Order/Receipt Units of the Support Group.
7. The Financial Services Unit, Planning Office.
8. The General Reference Department.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Protection of the collection against deterioration and loss.
5. Physical condition of the facilities, especially the state of repair of the machinery.

PERIODICALS READING ROOM

Principal Administrator: Supervisor, Periodicals Reading Room

Parent Unit: Access Services Department, Humanistic and Historical Studies, Butler Library

Role: To provide for easy access to current periodicals and newspapers for Humanistic and Historical Studies

Objectives

1. Establish procedures which emphasize simplicity and ease of access to the collection.
2. Provide new materials promptly and efficiently.
3. Improve bibliographic control over materials by maintaining accurate bibliographic records.
4. Create an environment for and tradition of good service among the staff.

Functions

1. Maintain easy access to the collections by providing systems of rapid and accurate shelving.
2. Participate in the selection of periodicals housed in the Periodicals Reading Room.
3. Participate in development and implementation of security procedures.
4. Prepare materials for binding following established guidelines.
5. Forward replacement orders and claims to the Serials Acquisitions Section for appropriate action.
6. Weed newspaper collection as microfilm copies are received following policy established by collection developers.
7. Assist in filling requests from other library units for photocopies.
8. Maintain telephone directory collection and leisure reading room.

Key Working Relationships

1. Technical Support Group, especially:
    - Serials Acquisitions Section
    - Binding Section
2. Resource personnel engaged in collection development
3. Reference Groups

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of user's needs.
2. Protection of materials against loss.
3. Physical condition of facilities.
4. Reliability and speed of service.

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GENERAL REFERENCE DEPARTMENT

Principal Administrator: Head, General Reference Department

Parent Unit: Humanistic and Historical Studies **Division**

Role: To provide a wide range of reference services to the University community, with emphasis on the humanities and social sciences.

Objectives

1. Promote in the academic community increased awareness of the available library resources.
2. Provide accurate and efficient reference service.
3. Relate library resources in the Humanistic and Historical Studies **libraries** to instructional and research activities.
4. Promote the effective utilization of library personnel in providing reference service to the academic community.
5. Foster close relations between the library and the academic community.
6. Create an environment for and a tradition of good service among the staff.
7. Create and maintain reference resources to support present and future needs of the University.

Functions

1. Help the University community to take maximum advantage of library resources.
2. Assist readers in the interpretation of bibliographic records and reference tools.
3. Provide information enabling readers to locate and effectively use library materials.
4. Develop and maintain the reference collection with recommendations from collection developers in the Resources Group.
5. Participate in developing bibliographic and instructional aids.
6. Participate in the development and implementation of collection and preservation policies.
7. Recommend materials for inclusion in the library collection.
8. Provide consultations on specific research projects, and act as a liaison between clientele and resources personnel, when necessary.
9. Verify and locate materials not available in the University libraries.
10. Maintain a cumulative bibliographic file of Columbia University doctoral dissertations.

Key Working Relationships

1. Members of the University community.

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2. Other Reference departments.
3. Resources Group:
   a. catalogers
   b. collection developers
   c. Service Program Development Office

Reports

Statistical and evaluative reports as policy requires

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Physical condition of facilities.

INSTRUCTIONAL LIBRARY

Principal Administrator: Head, Instructional Library

Parent Unit: Humanistic and Historical Studies Division

Role: To make available the collections basic to the needs of the University's undergraduate and beginning graduate students, with emphasis on Humanities and Social Sciences.

Objectives

1. Establish procedures which emphasize simplicity and ease of access to the collections.
2. Aid clientele in making the best possible use of library resources and services.
3. Create an atmosphere conducive to study.
4. Deliver materials promptly and efficiently.
5. Create an environment for and a tradition of good service among the staff.

Functions

1. Provide a simple and efficient circulation system for the library.
2. Provide reserve services for courses in the humanities and social sciences.
3. Provide information of a general introductory nature to orient users of the library.
4. Provide undergraduate reference service.
5. Maintain easy access to the collections by providing systems of rapid and accurate shelving, and by developing ongoing stack maintenance programs.
6. Maintain security of the collection.
7. Work with the Resources Group in developing the collection, both by assisting in selection of new titles and withdrawal of out-of-date and unused material.
8. Participate in planning the budget and administer the funds allocated to the library.
9. Enlist the aid of faculty, students, and staff in suggesting new titles and titles to be withdrawn.
10. Create files of course and departmental reading lists for use in book selection.
11. Determine needs of the library's users.
12. Administer instructional program for undergraduates.

Key Working Relationships

1. Coordinator of Instructional Programs.
2. Resources librarians for collection development and cataloging.
3. Support Group:
    a. Head, Data Control
    b. Heads, Bindery and General Services
4. Systems Office for automation programs.

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5. Personnel Office.
6. As need arises, committees of faculty and students.

Reports

Statistical and evaluative reports as policy require.

Performance and Evaluative Criteria

1. User and staff satisfaction.
2. Physical condition of facilities.
3. Reliability and speed of service.
4. Responsiveness to university's changing curricular needs.

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MUSIC LIBRARY

Principal Administrator: Head, Music Library

Parent Unit: Humanistic and Historical Studies Division

Role: To provide library services to the academic community in the areas of Musicology, Ethnomusicology, Theory and Composition.

Objectives

1. Build and maintain library services and resources to support the instructional and research needs of the University, and especially the Department of Music.

*2. Create and maintain a bibliographic control apparatus which permits the full use of the Music Library's resources in the most economic and efficient manner.

*3. Establish policies and standards for bibliographic control for the Music Library.

4. Establish procedures which emphasize simplicity and ease of access to the collections.

5. Create an atmosphere conducive to study and research.

6. Aid clientele in making the best possible use of the library's resources and services.

Functions

1. GENERAL

a. Participate in establishing library policies.

b. Enforce policies regarding the use of library collections, services and facilities.

c. Maintain easy access to the collections and assist in locating materials.

d. Enforce policies for safeguarding the collections and for the protection of library and personal property.

*e. Establish and enforce policy of bibliographic control in the Music Library.

2. ACCESS SERVICES

a. CIRCULATION

1) Control the circulation of materials and maintain the necessary records.

*All music materials are cataloged and processed in the Music Library. See the description of the Music Cataloging Department in the Bibliographic Control Division.

OCT 1 [illegible]

2) Provide circulation services such as recalls, reader request holds and overdues notices.

3) Prepare and process F-invoices.

4) Provide rapid and accurate shelving of materials and necessary shelfreading of the collections.

5) Provide for regular inventory and searches for missing materials.

6) Search and retrieve interlibrary loan requests.

7) Place requested titles on Reserve, marking volumes and catalog cards according to established guidelines.

8) Collect and process fines accounts.

9) Service phonorecords and tapes to authorized users, and report faulty listening equipment to the Office of the Department of Music.[1]

b. MATERIALS PROCESSING

1) Type, file and forward serial and monograph orders.

2) Search all orders prior to submitting to Acquisitions Section.[2]

3) Prepare phonorecord orders for processing through the Music Department and University Purchasing Offices.

4) Accession all materials forwarded by the above units.

5) Approve invoices for payment.

6) Review check-in and order files periodically for claiming missing material.

*7) Provide cataloging, original and with available copy, for monographs and serials, documents, music scores and librettos microfilm and microcards, Columbia University M.A.essays and doctoral dissertations, phonorecords and phonotapes in all languages except oriental.

8) Process all of the above materials for use including lettering, plating, pocketing and stamping.

9) Prepare and file catalog cards for the Music Library catalogs and prepare sets of cards for the General Library catalog. (Done in conjunction with the Card Production Unit.)

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1. Recordings are purchased on funds from the Music Department which also sees to the maintenance of the listening equipment.

2. No further searching of Music Library orders is done by other units.

* See description of Music Cataloging Department in Bibliographic Control Division.

10) Maintain departmental catalogs and shelflist, including notification to the Catalog Department of additions, changes and withdrawals.

11) Prepare materials for binding following established guidelines.

12) Accept orders and collect fees for photocopying work.[3]

13) Maintain and make available the library's collections of microforms.

14) Maintain the microform reading equipment in good working condition.

c. REFERENCE AND INSTRUCTION

1) Answer reference questions in person and by telephone and mail.

2) Answer general and informational questions.

3) Provide consultations on specific topics, chiefly with doctoral candidates.

4) Provide tour and orientation instruction.

d. COLLECTION DEVELOPMENT

e. Select the following materials for inclusion in the Music Library's collections and reporting same when requested to the Resources Group: monographs and serials, documents, music scores and librettos, microfilm and microcards, phonorecords and phonotapes.

Key Working Relationships

1. Personnel Office
2. Library Technical Support Group
3. Interlibrary Loan Unit
4. Resources Group, especially the Music Cataloging Department.
5. Library Committee of the Department of Music.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Academic community's satisfaction with services.
2. Reliability and speed of services.
3. Protection of materials against loss and deterioration.
4. Physical condition of the facilities.

* The library has no photocopying equipment. Requests for such are handled by an employee of the Music Department on a machine in the School of Arts which sends monthly invoices to the Music Department. Fees collected in the library are turned over to the Music Department at the end of each month. This service is available during the Winter and Spring terms only.

MUSIC CATALOGING DEPARTMENT

Principal Administrator: Head, Music Cataloging Department

Parent Unit: Music Library

Role: To provide organization and bibliographic control of materials for the Music Library.

Objectives

1. Create and maintain a bibliographic control apparatus which permits the full use of the Music Library's resources in the most economical and efficient manner.

2. Participate in the establishment of policies and standards for bibliographic control for the Music Library.

3. Participate in maintaining the consistency of bibliographic records.

4. Assist in maintaining process control over items received in the Music Library until formal bibliographic control is achieved.

5. Identify and process the most needed materials as quickly as possible.

Functions

1. Participate in the establishment and enforcement of bibliographic control, in the Music Library catalog and in the union catalog.

2. Provide cataloging, original and with available copy for the following Music Library materials: Monographs and serials, documents, music scores and librettos, microfilm and microcards, Columbia University MA essays and doctoral dissertations, phonorecords, and phonotapes in all languages except oriental.

3. Perform auxiliary cataloging duties for the Music Library, such as: searching, shelflisting, withdrawing, updating.

4. Provide additional bibliographic apparatus such as history and authority work as required.

5. Help maintain quality control of the existing and newly created bibliographic records, in both the Music Library and the union catalog.

6. Provide for the training of its own staff, including revision, continuing training,and refresher work in new procedures and practices as needed.

7. Help provide professional assistance on bibliographic matters to faculty matters, researchers, and other library users.

8. Participate in planning uses of computer technology in the libraries.

9. Assist in budget preparation for the operation of the Bibliographic Control Division.

10. Participate in decisions relating to the organization and preservation of the Music Library's collection.

11. Assist in the designation of priorities for cataloging materials for the Music Library.

12. Participate in national reporting activities for materials in the Music Library.

13. Report holdings for monographic sets and serials to the Original Monographic Cataloging and Serials Cataloging Departments.

14. Assist the Music Librarian in providing in-depth reference service of a research and bibliographic nature to faculty members, researchers, and other library users.

Key Working Relationships
1. Head of Music Library
2. Other units in Resources Group.
3. Library units in Support Group.
4. Library units in Services Group.
5. Faculty, Researchers, Graduate students.
6. Library of Congress.

Reports
1. Periodic narrative and statistical reports as needed to:
    a. Head of Music Library
    b. Director of Bibliographic Control Division.
2. Reports to Music Library staff concerning new policies and new procedures.

Performance and Evaluative Criteria
1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with Library of Congress practice and established rules of cataloging.
3. Time required to provide bibliographic control over materials received by music catalogers.
4. Quantity of bibliographic records produced.
5. Quantity of materials processed and achievement of currency.

SCHOOL OF LIBRARY SERVICE LIBRARY

Principal Administrator: Head, School of Library Service Library

Parent Unit: Humanistic and Historical Studies Division

Role: To attempt to serve as a library of record in the field of library and information science. To service the research and instructional needs of the students, faculty, and alumni of the School of Library Service as well as other members of the academic community requiring materials housed in the Library.

Objectives

1. Collect extensively in all western languages materials regardless of format in the area of library and information science.

2. Provide library services and resources in the most efficient way possible.

3. Create an atmosphere conducive to effective study and research.

4. Foster the provision of good service by all members of the staff.

5. Encourage cordial relations and good communications between the Library and the academic community.

Functions

1. General
    a. Participate in the formulation of library policy.
    b. Interpret and enforce rules and regulations regarding library use.
    c. Maintain the security of the collections.
    d. Enforce policies for the protection of library and personal property and security of library staff and patrons.
    e. Act as liaison between the School of Library Service and the Libraries as a whole.
    f. Compile departmental statistics.

2. Access Services
    a. Circulation
        1) Monitor the use and circulation of materials and maintain appropriate records.
        2) Provide circulation services such as recalls, reader request notifications, and overdue notices.
        3) Prepare F-invoices
        4) Search missing materials regularly.
        5) Collect fines and write receipts.
        6) Process interlibrary loan requests and review materials for lendability.

    b. Reserves
        1) Distribute reserve request forms to faculty members prior to each semester.
        2) Gather requested reserve materials.
        3) Make records for reserve and circulation files.
        4) Mark and make available for public reference syllabi and reading lists.
        5) Prepare reserve materials physically.

6) Provide service and instruction for special groups of audio-visual equipment put on reserve for short-term projects.
7) Maintain permanent, archival file of old syllabi and readings lists.
8) Review reserve collections regularly in order to remove materials and records no longer needed.

3. Collection Maintenance (done in conjunction with Resources and Support Personnel)

a. Shelve materials rapidly and correctly.
b. Shelf read the collections regularly.
c. Take inventory of the collections periodically.
d. Select materials systematically for binding and repair.
e. Create appropriate records for those materials sent for binding and repair.
f. Order replacements for missing or damaged materials.
g. Participate in eliminating problems concerning materials and their records with the aid of Processing and Technical Services.
h. Weed and reassign parts of the collections when necessary.
i. Physically prepare children's books and added copies for circulation.
j. Perform minor repairs on materials and provide boards for loose serials.
k. Approve serials invoices for payment.

4. Reference and Instruction

a. Collection Development (done in conjunction with Resources Group)
1) Scan appropriate literature for citations of new publications for possible ordering.
2) Search such citations against existing records and holdings to avoid duplication.
3) Type and review all orders originating in the Library.
4) Reevaluate all orders returned from Processing for further decisions.
5) Check in and review all new acquisitions.
6) Claim delinquent book and serial orders.
7) Decide on the collection destination of certain materials within the SLS Library.
8) Sort and search gift and other directly received materials to Data Control of Serials Cataloging.
9) Select from gift materials offered by Gifts and Exchange.
10) Solicit free materials by direct correspondence.

b. Bibliographic Control
1) Maintain in-process and received files.
2) Maintain up-to-date holdings records of bound and unbound serials.
3) Sort and review for completeness all new permanent catalog records.
4) Request copies of missing or damaged cards.
5) File in department catalogs and shelf lists.
6) Revise filing in department catalogs and shelf lists.
7) Type and distribute monthly Acquisitions List.
8) Review and week in-process file periodically.
9) Produce and maintain records for uncataloged collection of technical reports.
10) Assign headings to V.F. materials prior to filing.

c. Reference and Reader Services
  1) Provide instruction and information in cooperation with the Resources Group on library use, collections, and facilities through orientation tours, classroom lectures, and consultations.
  2) Provide information about the Library through the production and distribution of information sheets and flyers.
  3) Provide telephone, mail, and personal reference service.
  4) Arrange displays appropriate to the curriculum of the Library School.
  5) Maintain a notebook containing announcements of current professional meetings.

  6) Page materials from storage areas not open to the public.
  7) Provide change for the copying machine.
  8) Retrieve materials from Processing or Technical Services when needed immediately by readers or for course reserve.
  9) Distribute MARC printouts to the SLS faculty when available.
  10) Purchase New York Times daily, Monday through Friday, for library use.

5. Business Services/Facilities and Supplies
  a. Assist in preparing and controlling budgets in cooperation with the Resources Group for the various SLS collection e.g. library science and graphic arts including reference and children's materials, serials, and continuations.
  b. Order supplies weekly.
  c. Make annual recommendations for the acquisition of major equipment.
  d. Count and tabulate fine **receipts before sending them** to the appropriate office.
  e. Delivery and pickup of mail from the Shipping Room and other library departments.

6. Personnel
  a. Review and maintain copies of personnel records such as timesheets and GA payroll invoices.
  b. Interpret and enforce personnel policies.
  c. Seek solutions for day-to-day personnel problems.

Key Working Relationships
1. Faculty, staff, and students of the School of Library Service.
2. Library Technical Support Group.
3. Catalogers for the SLS Library.
4. Interlibrary Loan Office.
5. Personnel Office.
6. Resource Development Division.

Reports
1. Annual Report to the Head of the Humanistic and Historical Studies **libraries.**
2. Periodic reports to the SLS faculty and Library Committee.
3. Other reports as needed.

Performance and Evaluative Criteria
1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Protection of materials against loss and deterioration.
4. Physical condition of facilities.
5. Cordiality of library atmosphere.

PATERNO LIBRARY

Principal Administrator: Head, Paterno Library

Parent Unit: **Humanistic and Historical Studies Division**

Role: To provide easy access to materials located in the Paterno Library.

Objectives

1. Establish procedures which emphasize simplicity and ease of access to the collections.
2. Aid clientele in making the best possible use of library resources and services.
3. Create an atmosphere conducive to study.
4. Deliver materials promptly and efficiently.
5. Create an environment for and a tradition of good service among the staff.

Functions

1. Operate a simple and efficient circulation system.
2. Enforce policies regarding the use of library collections, services, and facilities.
3. Provide reserve book services for courses in Italian literature.
4. Provide information of a general introductory nature to orient users of the library.
5. Maintain easy access to the collections by providing systems of rapid and accurate shelving,and by developing on-going stack maintainance programs.
6. Maintain security of collections.
7. Act as liaison between the clientele and the Resources Group for collection development.
8. Keep the collection in good condition.

Key Working Relationships

1. Resources Librarians for collection development.
2. Resources Librarians for cataloging.
3. Binding Section, Technical Support Group.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. User satisfaction
2. Reliability and speed of service
3. Protection of materials against loss
4. Physical condition of facilities.

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SCIENCE AND ENGINEERING DIVISION

Principal Administrator: Chief, Science and Engineering Division

Parent Unit: Library Services Group

Role: To provide library services to the academic community in the area of the sciences.

Objectives

1. Consolidation of appropriate functions of the science libraries comprising the Science and Engineering Division and the Health Sciences Library.
2. Geographic consolidation of the science libraries.
3. Aid clientele in making the best possible use of library resources and services.
4. Create an atmosphere conducive to study and research.
5. Provide materials promptly and efficiently.
6. Foster close relations between the libraries, students and faculty.
7. Create an environment for and a tradition of good service among the staff.

Functions

1. Coordinate the activities of the science libraries.
2. Participate in development of science service capabilities in the Services Group in cooperation with the Health Sciences Library.
3. Develop, coordinate and enforce policies regarding use of library collections, services and facilities.
4. Serve the readers on a daily basis and act as liaison between them and the Resources unit for the sciences.
5. Develop and coordinate programs of orientation to the physical facilities and instruction in the use of specific tools for the reader.
6. Develop and coordinate programs in the science libraries and the Health Sciences Library for delivery of materials to the reader.
7. Develop and enforce a program for maintaining security of the collections.
8. Assist in making and controlling budgets for the staff and units in the Information Center and allied libraries.
9. Coordinate and participate in collection development in cooperation with Resources.

Key Working Relationships

1. Humanistic and Historical Studies and Social Science libraries on matters relating to policy.
2. Chief Resources Librarian for the Sciences regarding such matters as collection development and instructional programs.

3. Heads of appropriate support units.
4. Representatives of the faculty and student body on improving and refining services to library users.
5. Health Sciences Library.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Protection of materials against loss.
3. Physical condition of facilities.
4. Reliability and speed of service.

REFERENCE AND INSTRUCTIONAL SERVICES DEPARTMENT, SCIENCE AND ENGINEERING DIVISION

Principal Administrator: Head, Reference and Instructional Services Department, Science and Engineering Division

Parent Unit: Science and Engineering Division

Role: To provide a wide range of reference services to the University community with emphasis on the Sciences and Engineering.

Objectives

1. Promote in the academic community increased awareness of the available library resources.
2. Provide accurate and efficient reference service.
3. Relate library resources in science and engineering to instructional and research activities.
4. Promote the effective utilization of library personnel in providing reference service to the academic community.
5. Create an environment for and a tradition of good service among the staff.
6. Create and maintain reference resources to support present and future needs of the University.

Functions

1. Help the University community to take maximum advantage of library resources.
2. Assist readers in the interpretation of bibliographic records and reference tools.
3. Provide information enabling readers to locate and effectively use library materials.
4. Develop and maintain the reference collection, including the Current Documentation Section, with recommendations from collection developers in the Resources Group.
5. Participate in developing bibliographic and instructional aids.
6. Participate in the development and implementation of collection and preservation policies.
7. Recommend materials for inclusion in the library collection.
8. Provide consultations on specific research projects, and act as a liaison between clientele and resources personnel, when necessary.
9. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships

1. Members of the University community.
2. Other Reference Departments.
3. Resources Group:
    a. Catalogers
    b. Bibliographers

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Physical condition of facilities.

CURRENT DOCUMENTATION AND TECHNICAL REPORTS SECTION

Principal Administrator: Head, Current Documentation and Technical Reports Section

Parent Unit: Reference and Instructional Services Department, Science and Engineering Division.

Role: To make available a variety of current documentary sources in the sciences including technical reports.

Objectives

1. Provide easy access to a collection of current documentary sources in the sciences not accessible through the card catalog.

2. Make available current scientific documentation which would not otherwise be available either because of a delay in publication or non-availability through normal publishing channels.

3. Create an atmosphere conducive to study and research.

4. Provide materials and information promptly and efficiently.

5. Meet the obligations and responsibilities of a Federal Regional Technical Reports Center for the area of New York, New Jersey and Connecticut.

Functions

1. Maintain the Engineering Library's collection of current documentary materials.

2. Acquire materials for inclusion in the collection either directly or through routine acquisition procedures, with the advice of the collection developer from the Resources Group.

3. Continuously survey certain bibliographic tools, such as World Meetings, to be apprised of scientific meeting and conferences likely to be sources of desirable material.

4. Participate in maintenance of a computer-based access to the documentation.

5. Compile the Columbia University Technical Reports Bibliography.

6. Identify and supply technical reports requested in person or by phone or letters.

7. Maintain and operate the microform reading and photoduplicating equipment, and keep related records.

8. Prepare the orders for missing or non-depository reports as needed.

9. Weed the full-size technical reports as microfiche duplicates are received following policy formulated in the Resources Group.

10. Provide directional assistance and information about the unit and its collection.

11. Maintain contact with members of the academic community and solicit donnations of current documentation from them.

12. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships

1. Bibliographer for Science and Engineering in the Resources Group.
2. General Reference Department and Reference Departments in the Social Science Libraries.
3. Documents Acquisitions.
4. Interlibrary Loan Section.
5. Systems Office and Computer Center.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Currency and scope of the collection.
4. Protection of materials against loss and deterioration.
5. Physical condition of the facilities.

BIOLOGICAL SCIENCES LIBRARY

Principal Administrator: Head, Biological Sciences Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the area of biological sciences.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service.
6. Integrate unit goals with overall library and faculty goals as well as with those of the Science and Engineering libraries.
7. Participate in the consolidation of appropriate functions of the science libraries and the eventual geographic consolidation of the science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as a liaison between them and other components of the library system.
3. Answer informational and reference questions.
4. Participate in collection development in coordination with the Resource Development Division.
5. Provide circulation and reserve services and maintain necessary records.
6. Maintain the security of the collection.
7. Participate in maintaining appropriate and accurate departmental bibliographic records.
8. Participate in the preservation of library materials according to procedures established by the Support Group.
9. Maintain interlibrary loan relations between the biology unit and the New York Botanical Garden, American Museum of Natural History, the medical libraries of New York as well as with the Interlibrary Loan Section in Butler Library.
10. Keep procedure manuals up to date.
11. Report to Collection Development group on changes in the collection, due to loss, irreparable damage, etc., through periodical and selective inventory of the collection.

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12. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.

13. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships

1. Faculty, researchers, students.
2. Science bibliographer.
3. General Reference Department and Interlibrary Loan Section.
4. Columbia Health Sciences, Lamont, New York Botanical Garden, American Museum of Natural History, medical libraries of New York concerning interlibrary loan matters.
5. Science libraries.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Protection of materials against loss.
3. Physical conditions of facilities.
4. Reliability and speed of service.
5. Staff attitude and development.

CHEMISTRY LIBRARY

Principal Administrator: Head, Chemistry Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the area of chemistry.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service.
6. Integrate unit goals with overall library and faculty goals as well as with those of the Science and Engineering Libraries.
7. Participate in the consolidation of appropriate functions of the science libraries and the eventual geographic consolidation of the science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as a liaison between them and other components of the library system.
3. Answer information and reference questions.
4. Report to the Collection Development group on changes in the collection, due to loss, irreparable damage, etc. through periodic and selective inventory of the collection.
5. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.
6. Provide interlibrary loan services to other institutions in cooperation and through the Interlibrary Loan Section.
7. Provide circulation and reserve services and maintain necessary records.
8. Maintain the security of the collection.
9. Participate in maintaining appropriate and accurate departmental bibliographic records.
10. Participate in the preservation of library materials according to procedures established by the Support Group.
11. Keep procedure manuals up to date.

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12. Participate in collection development in coordination with the Resource Development Division.

13. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships
1. Faculty, researchers, students.
2. Science Bibliographer
3. General Reference Department and Interlibrary Loan Section.
4. Science libraries.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Satisfaction of readers' needs.
2. Protection of materials against loss.
3. Physical conditions of facilities.
4. Reliability and speed of service.
5. Staff attitude and development.

GEOLOGY LIBRARY

Principal Administrator: Head, Geology Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the area of the geological sciences.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service.
6. Integrate unit goals with overall library and faculty goals, as well as with those of the Science and Engineering Division.
7. Participate in the consolidation of appropriate functions of the science libraries and eventual geographic consolidation of the on-campus science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as a liaison between them and other components of the library system.
3. Answer information and reference questions.
4. Participate in collection development in coordination with the Resource Development Division.
5. Provide circulation and reserve services and maintain necessary records.
6. Maintain the security of the collection.
7. Participate in maintaining appropriate and accurate departmental bibliographic records, and report to the appropriate unit any bibliographic inconsistencies or potential errors that may be discovered in the regular operation of the allied library.
8. Participate in the preservation of library materials according to procedures established by the support group.
9. Report to Collection Development group on changes in the collection, due to loss, irreparable damage, etc., through periodic and selective inventory of the collection.

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10. Maintain interlibrary loan relations between the Geology Library, the American Museum of Natural History, American Geographical Society and others, as well as the Interlibrary Loan Section of the Columbia Libraries.

11. Keep procedure manuals up to date.

12. Provide such faculty members as may avail themselves of this service, with photocopies of title pages of specific journals as the latest issues are received.

13. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.

14. Cooperate with the Geoscience Library and the Map Room on the common problems of two libraries serving the same clientele.

15. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships

1. Faculty, students, and researchers.
2. Science Bibliographer.
3. General Reference Department and Interlibrary Loan Section.
4. Science libraries.

Reports

1. Statistical and evaluative reports concerning library operations as policy may require.
2. Regular weekly and monthly reports concerning photocopy machine operations.

Performance and Evaluative Criteria

1. Satisfaction of faculty and student needs.
2. Protection of materials against loss.
3. Physical conditions of the facilities.
4. Reliability and speed of service.

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GEOSCIENCES LIBRARY

Principal Administrator: Head, Geosciences Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the area of the geosciences.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service.
6. Integrate unit goals with overall library and faculty goals as well as with those of the Science and Engineering Division.
7. Participate in the consolidation of appropriate functions of the science and Engineering libraries and eventual geographic consolidation of the science libraries; at the same time retaining those library functions dictated by the problems of geographic isolation from the main campus.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as a liaison between them and other components of the system.
3. Answer information and reference questions.
4. Report to the Collection Development group on changes in the collection, due to loss, irreparable damage, etc., through periodic and selective inventories of the collection.
5. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.
6. Participate in collection development in coordination with the Resource Development Division.
7. Provide circulation and reserve services and maintain necessary records.
8. Maintain the security of the collection.
9. Participate in maintaining appropriate and accurate departmental bibliographic records.
10. Participate in the preservation of library materials according to procedures established by the Support Group.

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11. Keep procedure manuals up to date.

12. Maintain interlibrary loan relations between the Geoscience Library, other libraries within the University library system and non-Columbia libraries through the Interlibrary Loan Section.

13. Maintain interlibrary loan relations between the Geoscience Library and the American Museum of Natural History, American Geographic Society, and other institutions.

14. Cooperate with the geology unit on the common problems of two libraries serving the same clientele.

15. Handle loans of Lamont marine science films and maintain correspondence and records thereof.

16. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships
1. Faculty, students, researchers and staff.
2. Science Bibliographer.
3. General Reference Department, Interlibrary Loan Section.
4. American Museum of Natural History, American Geographical Society concerning interlibrary loans.
5. Science libraries.

Reports
Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Satisfaction of faculty, student, research staff needs.
2. Protection of materials against loss.
3. Physical conditions of facilities.
4. Reliability and speed of service.

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MATHEMATICS/SCIENCE LIBRARY

Principal Administrator: Head, Mathematics/Science Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the areas of mathematics, mathematical statistics, general science, history and philosophy of science, and agriculture.

Objectives

1. Aid clientele in making the best use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service.
6. Integrate unit goals with overall library and faculty goals and those of the libraries comprising the Science and Engineering Division.
7. Participate in the consolidation of appropriate functions of the science and Engineering libraries and eventual geographic consolidation of the science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as liaison agent between it and other components of the system.
3. Answer information and reference questions.
4. Report to Collection Development unit on changes in the collection due to loss, irreparable damage, etc, through periodic and selective inventory of the collection.
5. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.
6. Participate in collection development in coordination with the Resource Development Division.
7. Provide circulation and reserve services and maintain necessary records.
8. Maintain the security of the collections and the physical condition of the library.
9. Participate in maintaining appropriate and accurate departmental bibliographic records.

10. Participate in the preservation of library materials according to procedures established by the Support Group.

11. Maintain interlibrary loan relations between the Mathematics/Science Library and other libraries within the University library system and non-Columbia libraries through the Interlibrary Loan Section.

12. Keep procedure manuals up to date.

13. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships
1. Faculty, students, researchers and staff.
2. Science Bibliographer.
3. General Reference Department and Interlibrary Loan Section.
4. Science libraries.
5. Mathematics and Mathematical Statistics Departments and library committees.

Reports
Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Satisfaction of user needs.
2. Reliability and speed of service.
3. Protection of materials against loss.
4. Physical condition of facilities.

PHYSICS LIBRARY

Principal Administrator: Head, Physics Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the areas of Physics and astronomy.

Objectives

1. Aid clientele in making the best use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the library and the academic community.
5. Create an environment for and a tradition of good service among the staff.
6. Integrate unit goals with overall library and faculty goals and those of the science and Engineering libraries.
7. Participate in the consolidation of appropriate functions of the science and Engineering libraries and eventual geographic consolidation of the science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.
2. Serve the academic community on a daily basis and act as liaison agent between it and other components of the library system.
3. Answer information and reference questions.
4. Participate in maintaining appropriate and accurate departmental bibliographic records.
5. Participate in the preservation of library materials according to procedures established by the Support Group.
6. Report to Collection Development group on changes in the collection, due to loss, irreparable damage, etc., through periodic and selective inventory of the collection.
7. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the collection Development unit for appropriate recommendations.
8. Participate in collection development in coordination with the Resource Development Division.
9. Provide circulation and reserve services and maintain necessary records.

10. Maintain interlibrary loan relations between the Physics Library, other allied libraries within the University library system and non-Columiba libraries through the Interlibrary Loan Section.

11. Keep procedure manuals up to date.

12. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships
1. Faculty, students, researchers, staff and other users.
2. Science Bibliographer.
3. General Reference Department and Interlibrary Loan Section.
4. Science libraries.
5. Physics and Astronomy Departments and library committees.

Reports
Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria
1. Satisfaction of user needs.
2. Reliability and speed of service.
3. Protection of materials against loss.
4. Physical condition of facilities.

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PSYCHOLOGY LIBRARY

Principal Administrator: Head, Psychology Library

Parent Unit: Science and Engineering Division

Role: To provide library services to the academic community in the area of psychology.

Objectives

1. Aid clientele in making the best possible use of library resources and services.

2. Create an atmosphere conducive to study and research.

3. Provide materials promptly and efficiently.

4. Foster close relations between the allied library unit and the academic community.

5. Create an environment for and a tradition of good service.

6. Integrate unit goals with overall library and faculty goals, as well as with those of the science and Engineering libraries.

7. Participate in the consolidation of appropriate functions of the science and Engineering libraries and eventual geographic consolidation of the on-campus science libraries.

Functions

1. Enforce all policies of the Science and Engineering Division and the Services Group.

2. Serve the academic community on a daily basis and act as a liaison between them and other components of the library system.

3. Answer information and reference questions.

4. Report to Collection Development group on changes in the collection, due to loss, irreparable damage, etc., through periodic and selective inventory of the collection.

5. Acknowledge gifts to the library from faculty and others, and forward these as well as other unsolicited materials to the Collection Development unit for appropriate recommendations.

6. Participate in collection development in coordination with the Resource Development Division.

7. Provide circulation and reserve services and maintain necessary records.

8. Maintain the security of the collection.

9. Participate in maintaining appropriate and accurate departmental bibliographic inconsistencies or potential errors that may be discovered in

the regular operation of the allied library.

10. Participate in the preservation of library materials according to procedures established by the Support Group.

11. Maintain interlibrary loan relations between the Psychology Library, other allied libraries within the University library system and non-Columbia libraries through the Interlibrary Loan Section.

12. Keep procedure manuals up to date.

13. Provide such faculty members as may avail themselves of this service, with photocopies of title pages of specific journals as the latest issues are received.

14. Make arrangements as required during the semester for additional study areas for users, due to limited space in the Psychology Library.

15. Maintain liaison with members of the Resources Group involved with the development of science collections.

Key Working Relationships

1. Faculty, students, and researchers.
2. Science Bibliographer, Social Science Bibliographer.
3. Reference department in the Social Science Library.
4. Science Libraries.
5. Medical Library Center of New York concerning interlibrary loans by messenger service.
6. General Reference Department and Interlibrary Loan Section.

Reports

Statistical and evaluative reports concerning library operations as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of faculty and student needs.
2. Protection of materials against loss.
3. Physical conditions of the facilities.
4. Reliability and speed of service.

SOCIAL SCIENCE DIVISION

Principal Administrator: Chief, Social Science Division

Parent Unit: Library Service Group

Role: To provide library services to the academic community in the areas of the social sciences.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Create an atmosphere conducive to study and research.
3. Provide materials promptly and efficiently.
4. Foster close relations between the Libraries and students and faculty.
5. Create the environment for and a tradition of good service among the staff.

Functions

1. Coordinate services of the social science libraries.
2. Maintain easy access to the collections, including books, periodicals, newspapers, microforms, and the University Map Room.
3. Make these materials available promptly and efficiently.
4. Provide directional assistance and general information.
5. Provide advanced reference service.
6. Maintain liason with the members of the Resources Group involved with the development of the social science collections.
7. Develop and enforce a program for maintaining security of the collections.
8. Assist in making and controlling budgets for the units of the social science libraries.

Key Working Relationships

1. Directors of the other subject centers.
2. Members of the Resources Group concerned with social sciences.
3. Appropriate members of the Technical Support Group.
4. Social Science libraries.
5. Members of the academic community concerned with the study of the social Sciences.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Physical condition of facilities.

V 4.3

ACCESS SERVICES DEPARTMENT, SOCIAL SCIENCES

Principal Administrator: Head, Access Services Department, Lehman Library

Parent Unit: Social Science Division, Lehman Library

Role: To provide easy access to materials in the Social Sciences

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Maintain an atmosphere conducive to study and research.
3. Deliver materials promptly and efficiently.
4. Foster close relations between the Department and the other Departments in Lehman Library.
5. Create an environment for, and a tradition of good service among the staff.

Functions

1. Administer operations of the separate units that make up the Access Services Department of Lehman Library.
2. Maintain easy access to the Department's collections.
3. Ensure that collection materials are available promptly and efficiently.
4. Participate in development of service capabilities in the Social Sciences and in particular for the units of the Access Services Department.
5. Enforce policies developed by Services Group regarding use of library collections, services and facilities.
6. Act as liason between readers and the other units of the Social Science Libraries and other units in the Services and Resources Groups when warranted.
7. Coordinate the programs of the various service units in the Department for the delivery of materials to readers.
8. Maintain security of collections.
9. Provide information of a general introductory nature to users.
10. Participate in planning budgets and administering funds allocated to the Department.
11. Ensure that units keep procedure manuals up to date.

Key Working Relationships

1. Personnel Office
2. Supervisors of units.
3. Other Departments of the Social Science Libraries.
4. Academic community.
5. Catalogers of Social Science materials.
6. Collection development librarians.
7. Building maintenance Supervisor.

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8. Materials Processing Department in the Technical Support Group.

Reports
Statistical and evaluative reports as policy requires.

Performance and evaluative criteria
1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Protection of materials against loss.
4. Physical condition of facilities.

V 4.5

CIRCULATION SECTION, SOCIAL SCIENCES

Principal Administrator: Head, Circulation Section, Lehman Library

Parent Unit: Access Services Department, Social Sciences, Lehman Library

Role: To provide circulation services to members of the academic community.

Objectives

1. Facilitate use of library materials.
2. Provide material promptly and efficiently.
3. Create an environment for and a tradition of good service among the staff.

Functions

1. Enforce policies regarding the use of library collections, services, and facilities.
2. Assist in the maintenance of library facilities.
3. Enforce policies for safeguarding the collections and for the protection of library and personal property.
4. Control the circulation of materials and maintain the necessary records.
5. Maintain easy access to the collections and assist in locating materials.
6. Provide circulation services such as personal reserve notices, recalls, and overdue notices.
7. Provide rapid and accurate shelving of material and necessary shelf reading for social science collections.
8. Provide for regular inventory and search for missing materials.
9. Search and retrieve requested interlibrary loan materials.

Key Working Relationships

1. Faculty, students and staff.
2. Other units in Access Services.
3. Reference Department in the Division.
4. Circulation Units in other Divisions.
5. Resource Group in matters of preservation, replacements and related activities.
6. Personnel Office.

Reports

Circulation statistics. Other statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Cost effectiveness.
5. Physical conditions of facilities.

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MAP ROOM

Principal Administrator: Supervisor, Map Room

Parent Unit: Access Services Department, Social Sciences, Lehman Library

Role: To identify, locate, and supply maps and atlases to a wide variety of users.

Objectives

1. Aid readers in making the best possible use of the map resources.
2. Develop awareness among the academic community of resources available in the Map Room.
3. Establish procedures which emphasize simplicity and ease of access to the collection.
4. Maintain accurate and complete bibliographic records.
5. Provide materials and information promptly and efficiently.
6. Encourage the development and implementation of new ideas for improving service.
7. Participate in building map resources to support present and future needs of the University.

Functions

1. Provide information enabling readers to locate and effectively use maps and atlases and to confer with Reference Departments when necessary.
2. Select maps and atlases to be housed in the Map Room in conjunction with the collection developers.
3. Catalog new maps.
4. Process maps for use.
5. Maintain easy access to the collection by providing systems of rapid and accurate shelving.
6. Participate in developing and implementing a preservation program.
7. Operate a simple and efficient circulation system.
8. Participate in developing and implementing security procedures.
9. Participate in maintaining library accounts and approve invoices for payment.
10. Weed the map collection as new editions are received.

Key Working Relationships

1. Academic Community.
2. Reference Departments
3. Collection Developers
4. Materials Processing Section, Social Science Division.

[illegible] 1 [illegible]

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of user's needs.
2. Physical condition of facilities.
3. Reliability and speed of service.
4. Protection of materials against loss.

MATERIALS PROCESSING SECTION, SOCIAL SCIENCES

Principal Administrator: Head, Materials Processing Section, Social Sciences

Parent Unit: Access Services Department, Social Sciences, Lehman Library

Role: To provide processing, record keeping and other services necessary to support the functioning of the Social Science Division.

Objectives

1. Improve the bibliographic control over materials by producing and maintaining accurate and complete bibliographic records.

2. Facilitate research and use of the collections by participating in the physical preparation of materials.

3. Create an environment for and a tradition of good service among the staff.

Functions

1. Participate in the maintenance of library accounts.

2. Maintain the departmental card catalog and shelf list with the assistance of the Technical Support and Resources Groups.

3. Make appropriate corrections in the departmental card catalog or other bibliographic records.

4. Withdraw cards for lost, withdrawn or transferred titles and communicate these changes to the Catalog Maintenance Department.

5. Process new materials - both monographs and serials - by maintaining accurate bibliographic records and by placing the new materials in the appropriate places. The aim here is accuracy as well as speed.

6. Inventory the serials acquisitions file periodically to be aware of all orders and claim for these materials.

7. Prepare library materials for use in service areas as needed. (plating pocketing, marking, etc.)

8. Consult with collection developers on the advisability of replacement orders for lost monographs and serials and process those approved replacement orders.

9. Prepare serials and monographs for binding following established guidelines.

10. Maintain newspaper files and coordinate the disposal of those paper copies for which microfilm copies are received.

11. Maintain records reflecting the receipt of bound serials and microfilm substitutes.

12. Approve serials invoices for payment.

13. Work with collection developers to establish and carry out preservation policies.

14. Be responsible for library receiving, mail, and delivery services.

15. Requisition library supplies.

Key Working Relationships

1. Units responsible for materials processing in other centers.
2. All public service units
3. Catalogers
4. Collection developers
5. Appropriate units of the Technical Support Group.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Successful integration of the goals of the Materials Processing Unit with other library goals.
2. Satisfaction of other library units relying on Materials Processing Unit.
3. Quality of technical work.

MICROFORM SECTION
SOCIAL SCIENCES

Principal Administrator: Head, Microform Section, Social Sciences

Parent Unit: Access Services Department, Social Sciences, Lehman Library

Role: To provide prompt, accurate, and efficient access to the Division's microform resources.

Objectives

1. Aid clientele in making the best possible use of the microform resources and services.
2. Create an environment for and a tradition of good service among staff.
3. Create an atmosphere conducive to study and research.
4. Provide materials promptly, accurately and efficiently.

Functions

1. Make available promptly, accurately and efficiently the collection of microforms in the social sciences.
2. Maintain the microform collections and their storage facilities in good physical order.
3. Implement the program of maintaining the security of collections as they relate to the Section.
4. Make available the machinery needed for reading microforms and provide instruction on its use as required.
5. Maintain the Section's machinery in good working order. This includes: (A) Regular and periodic cleaning. (B) Replacement of paper and minor parts. (C) Securing outside technical maintenance assistance promptly for larger repairs.
6. Provide directional assistance and general information about the unit and its collections.
7. Maintain bibliographical records for the collections and assist patrons in the use and interpretation of these records.
8. Prepare prints from microforms.
9. Participate in formulation of policies governing the servicing and maintenance of the microform collections and equipment.
10. Participate in consultations leading to the acquisition of new equipment.

Key Working Relationships

1. The catalogers responsible for original cataloging of microforms in the Bibliographic Control Division.
2. The Reprography Unit of the Preservation Department, Support Group.
3. The individuals and/or units in charge of microforms in the various libraries.

4. Outside maintenance personnel called in for repairs.
5. The inter Library Loan Office.
6. The Monograph Order/Receipt Unit and the Serials Order/Receipt Units of the Support Group.
7. The Financial Services Unit, Planning Office.
8. The General Reference Department.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Protection of the collection against deterioration and loss.
5. Physical condition of the facilities, especially the state of repair of the machinery.

REFERENCE AND INSTRUCTIONAL SERVICES DEPARTMENT, SOCIAL SCIENCES

Principal Administrator: Head, Reference and Instructional Services Department, Social Sciences

Parent Unit: Social Science Division, Lehman Library

Role: To provide a wide range of reference services to the University community with emphasis on the social sciences.

Objectives

1. Promote in the academic community increased awareness of the available library resources.

2. Provide accurate and efficient reference service.

3. Relate library resources to instructional and research activities.

4. Promote the effective utilization of library personnel in providing reference service to the academic community.

5. Create an environment for and a tradition of good service among the staff.

6. Create and maintain reference resources to support present and future needs of the University.

Functions

1. Help the University community to take maximum advantage of library resources.

2. Assist readers in the interpretation of bibliographic records and reference tools.

3. Provide information enabling readers to locate and effectively use library materials.

4. Develop and maintain the reference collection, including the Current Documentation Section, with recommendations from collection developers in the Resources Group.

5. Participate in developing bibliographic and instructional aids.

6. Participate in the development and implementation of collection and preservation policies.

7. Recommend materials for inclusion in the library collection.

8. Provide consultations on specific research projects, and act as a liaison between clientele and resources personnel, when necessary.

Key Working Relationships

1. Members of the University community.
2. Other Reference Departments.
3. Resources Group:
    a. Catalogers
    b. Collection developers.
    c. Service Program Development Office

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Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.
4. Physical condition of facilities.

CURRENT DOCUMENTATION SECTION

Principal Administrator: Head, Current Documentation Section

Parent Unit: Reference and Instructional Department, Lehman Library

Role: To make available within a short time of publication current documentation in the social sciences.

Objectives

1. Provide ready access to current social science documentation not accessible through the card catalogue.

2. Make available current social science documentation not available through normal publishing channels.

Functions

1. Maintain vertical files of pamphlets, leaflets and other uncataloged ephemera.

2. Maintain serials vertical files, consisting of newsletters and similar uncatalogued serials.

3. Acquire directly materials for the vertical files.

4. Procure papers and proceedings of sholarly conferences, by: (a) Continuously surveying the relevant literature for impending and future conferences. (b) Soliciting papers and proceedings from the organizers. (c) Carrying on any subsequent correspondence as needed.

5. Make conference papers and proceedings available.

6. Participate in the preparation and maintenance of computer based access to current documentation.

7. Implement the program of maintaining security of the collections.

8. Provide directional assistance and general information about the unit and its collections.

Key Working Relationships

1. Collection Developer for social sciences in the Resource Development Division of the Resources Group.
2. Materials Processing Unit, Social Sciences.
3. Current Documentation Unit, Engineering and Science Division.
4. General Reference Department.
5. Faculty members.
6. Systems Office and Computer Center.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Currency and scope of materials.
3. Reliability and speed of service.
4. Protection of the collections against loss and deterioration.
5. Physical condition of the facilities.

BUSINESS LIBRARY
(Watson Library of Business and Economics)

Principal Administrator: Head, Business Library

Parent Unit: Social Science Division

Role: To provide library service to the academic community in the areas of Business and Economics.

Objectives

1. Build and maintain library services and resources to support the instructional and research needs of the University, especially the graduate School of Business and the graduate Department of Economics.

2. Aid clientele in making the best possible use of the Business Library's services and resources.

3. Foster close relations between the Library and the academic community.

4. Create an environment for and a tradition of good service.

5. Create an atmosphere conducive to study and research.

Functions

1. General

    a. Participate in establishing policies regarding the use of library collections, services and facilities.

    b. Enforce established library policies.

    c. Maintain easy access to the collections and assist in locating materials.

    d. Enforce policies for safeguarding the collections and for the protection of library and personal property.

2. Access Services Department

    a. Circulation Unit

        1) Control the circulation of materials and maintain the necessary records.

        2) Provide rapid and accurate shelving of material and necessary shelfreading of the library's collections.

        3) Provide for regular inventory and searches for missing materials.

        4) Search and retrieve requested interlibrary loan materials.

        5) Provide circulation services such as recalls, reader request holds, and overdue notices.

        6) Prepare and process F-Invoices.

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b. Materials Processing Unit

1) Maintain the departmental card catalog, serials catalog, and shelflist with the assistance of Support and Resource Group personnel; includes making corrections and additions, withdrawing cards, etc.

2) Process new monographic and serial materials including adjusting bibliographic records, plating, pocketing, stamping etc.

3) Review kardex records and order files periodically in order to claim missing materials.

4) Search titles in the IPL, card catalog and certain bibliographic tools before ordering.

5) Type, file and forward serial and monograph orders.

6) Prepare monographs and serials for binding following established guidelines.

7) Maintain newspaper files and coordinate the disposal of the paper copies for which microfilm is received.

8) Approve serial invoices for payment.

9) Open and route mail.

10) Maintain photocopy machines (two for the public and one for internal use).

11) Work with collection developers and the head of Preservation Department to establish and carry out preservation policies.

12) Requisition library supplies.

13) Account for money received through fines, photocopying machines, etc., record petty cash expenditures.

c. Microform Unit

1) Maintain and make available promptly and efficiently the Business Library's collection of microforms.

2) Maintain in good working order the machinery needed for reading and printing the microforms.

3) Prepare prints from microforms as needed.

d. Financial Collection [1]

1) Acquire material for the collection according to established guidelines (usually through solicitation).

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[1] This is an uncataloged collection; it includes the Marvyn Scudder Collection of Annual Reports, 10K reports, listing statements, etc.

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2) Create and maintain bibliographic records for this collection.

3) Control the use of materials in the collection.

4) Provide rapid and accurate shelving and refiling of materials.

5) Provide for regular inventory and searches for missing materials.

6) Arrange for the disposal of paper copies (of annual reports) after microfiche copies are received.

3. Reserves Department

a. Materials Processing Unit

1) Solicit reserve lists from the faculty and process them by searching the titles in the Business and Butler card catalogs and certain bibliographic tools.

2) Obtain materials for reserve by either:
   a. Ordering "rush" through acquisitions.
   b. Intra-library loan
   c. Making photocopies
   d. Checking-out of a Business book to Reserves for an indefinite loan.

3) Request permission to photocopy from the publishers as necessary, and maintain a file of requests and responses.

4) Keypunch cards for submission to the computer center, in order to produce a computer-produced printout for the public, a list arranged by professor for the public, a "worklist" for the reserves staff, etc.

5) Keypunch and submit cards as necessary in order to keep the printouts accurate and current.

6) Plate, pocket, tape and mark reserve materials according to established guidelines.

7) "Deprocess" reserve materials according to established guidelines; includes forwarding uncataloged material to Data Control for subsequent cataloging.

8) Maintain public files of course syllabi and exams.

b. Circulation Unit

1) Page requested items for readers.

2) Control the circulation of reserve materials and maintain the necessary records.

        3) Provide rapid and accurate shelving and filing of reserve materials.

        4) Provide circulation services such as overdue and fine due notices.

        5) Prepare and process F-Invoices.

        6) Inventory and shelfread the reserve stacks as needed.

4. Reference and Instructional Department

    a. Answer reference questions, asked either in person, by mail or on the phone.

    b. Answer general and informational questions.

    c. Prepare bibliographies and instructional aids.

    d. Provide consultations on specific topics, chiefly with graduate students and faculty members.

    e. Provide tours and classroom instruction, chiefly for graduate students.

    f. Participate in producing the Social Science Union List of Serials.[2]

    g. Review interlibrary loans before they are sent out.

5. Collection Development (Business Library personnel when performing the functions listed would report to appropriate individuals in the Resources Group.)

    a. Select materials for inclusion in the Business reference and general collections including monographs, serials, documents, and services.

    b. Read book reviews, scan MARC printouts, etc. for selection purposes.

Key Working Relationships

1. Personnel Office
2. Planning Office
3. Acquisitions: Books and Serials and Documents
4. Bibliographic Control Division
5. Computer Center
6. General Reference Department
7. Other departments and libraries in the Social Sciences
8. General Services Unit
9. Service Program Development Office

Reports

Statistical and evaluative reports as policy requires.

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[2] This is a computer-produced list covering the following libraries: Business, International Affairs, Social Work, International Law and Journalism.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs
2. Reliability and speed of service
3. Protection of materials against loss and deterioration
4. Physical condition of facilities

JOURNALISM LIBRARY (ARTHUR HAYS SULZBERGER MEMORIAL LIBRARY)

Principal Administrator: Head, Journalism Library

Parent Unit: Social Science Division

Role: To provide library service to the academic community in the areas of Journalism (broadcast and print), Mass Communications and current events.

Objectives

1. Build and maintain library services and resources to support the instructional and research needs of the University, especially the School of Journalism.
2. Aid clientele in making the best possible use of the Journalism Library's resources and services, and to direct them to other resources and services of the Columbia Library system when appropriate.[1]
3. Foster close relations between the library and the academic community.
4. Create an atmosphere for and a tradition of good service among the staff.
5. Provide materials and services as immediately as possible consistent with efficiency.

Functions

1. General
    - a. Participate in establishing policies regarding the use of library collections, services, and facilities.
    - b. Maintain easy access to the collections and assist in locating materials and information.
    - c. Enforce policies for safeguarding the collections and for the protection of library and personal property.
    - d. Act as a liaison between the School of Journalism and the Libraries as a whole.
2. Access Services
    - a. Circulation
        - 1) Control the circulation of materials and maintain the necessary records.
        - 2) Provide rapid and accurate shelving of material and shelf-reading of the library's collections.
        - 3) Provide for regular inventory and searches for missing material.
        - 4) Search and retrieve requested interlibrary loan materials.
        - 5) Provide circulation services such as recalls, reader request holds and overdue notices.
        - 6) Prepare and process F-invoices.
        - 7) Place requested and heavily used materials on reserve for room use and short term loans. In connection with this mark materials and catalog cards and provide necessary lists.[2]

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[1] Interlibrary Loan, Microform Reading Room, Photographic Services, and indeed almost every library unit at Columbia at times. Our students write on almost any subject.

b. Materials Processing
   1) Maintain departmental card catalog and shelflist with the assistance of Support and Resource Group personnel.
   2) Process new monographic and serial materials.
   3) Review kardex records and order files periodically in order to claim missing materials.
   4) Type, file and forward serial and monograph orders.
   5) Search titles in IPL card catalog, and certain bibliographic tools before ordering.
   6) Process gift materials, selecting those items which are needed in the Journalism Library and forward remainder to Gifts and Exchanges Unit, according to guidelines established with the Resources Group.[3]
   7) Buy or otherwise obtain materials, such as newspapers, current magazines, etc., that are too quickly needed, ephemeral or otherwise unsuited to the normal order routine.
   8) Send materials that are acquired directly (through purchase or as gifts) to the Bibliographic Control Division for cataloging, etc.)
   9) Prepare materials for binding following established guidelines.
   10) Approve serial invoices for payment.
   11) Maintain newspaper files and coordinate the disposal of paper copies which are no longer needed.
   12) Open and route mail.
   13) Maintain photocopy machine and three microfilm readers.
   14) Establish and carry out preservation policies in conjunction with the head of Preservation.
   15) Requisition supplies for the library.

3. Reference and Instruction
   a. Review interlibrary loans before they are sent out.
   b. Prepare bibliographies and other instructional aids.
   c. Answer reference questions in person and by telephone and mail.
   d. Provide consultations on specific topics.
   e. Provide tours and orientation instruction.

4. Collection Development (with a reporting relationship to Resources)
   a. Select materials for inclusion in the Journalism collection.
   b. Read book reviews, scan MARC printouts, etc. for selection purposes.

5. Newspaper Clipping File (Morgue)
   a. Acquire newspaper to be clipped.

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[2] We provide "behind the desk" shelving and restricted circulation for many items provided by the faculty. This is sometimes books, reprints, issues of journals or loose material in envelopes. More often it is notebooks or folders the faculty member himself has prepared or gathered.

[3] Sources for gifts which come directly to the Journalism Library are Columbia Journalism Review, Public Opinion Quarterly and the Pulitzer Prize Committee. There are also occasional personal gifts. A high percentage of the material from CJR is added to our permanent collection.

- b. Select and clip items to be added to the clipping file.
- c. Identify each clipping with name of newspaper and date of publication.
- d. Assign topical and biographical subject headings to clippings and file in folders.
- e. Maintain a file of these folders in the electrical-mechanical filing cabinets.
- f. Maintain a topical subject heading list for the file. (This includes making, expanding and deleting subject headings).
- g. Provide information and folders from the file to library users. (This includes helping them decide which folders they need to see).
- h. Mark folders with subject headings, beginning of file date and information as to last filing or use activity.
- i. Weed folders and clippings no longer needed, according to established guidelines.
- j. Assist in the documentation of the history of Columbia University by sending clippings dealing with Columbia to Columbiana.

6. Pulitzer Prize Collection
   - a. Receive prize winning exhibits from the Pulitzer Prize Committee. (These are given to the library each May, immediately after the prizes are awarded).
   - b. Provide class mark for each exhibit. This class mark indicates the category (reporting, drama, etc.) for which the prize was given, and together with the date of the prize provides a key to the location of the exhibit.
   - c. Work with Serials Cataloging to catalog each exhibit briefly.
   - d. Duplicate catalog cards so that one catalog can be kept with the Pulitzer Prize Collection and another in the main library quarters.
   - e. Maintain a shelflist and location list for the exhibits.
   - f. Shelve the exhibits in the Pulitzer Prize Room.
   - g. Provide controlled access to the exhibits.
   - h. Answer questions (in person, telephone, mail) about the exhibits.

Key Working Relationships

1. Personnel Office
2. Library Technical Support Group
3. General Services Unit
4. Library Committee of the School of Journalism
5. Pulitzer Prize Committee
6. Microforms Unit
7. Bibliographic Control Division
8. Special Collections (Columbiana).
9. Service Program Development Office.
10. Other departments and libraries of the Social Sciences

Reports

Statistical and evaluative reports as needed.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Speed and reliability of service
3. Physical condition of facilities.
4. Collection maintenance and security.

V 4.29

SOCIAL WORK LIBRARY
(Whitney M. Young, Jr. Memorial Library
of the School of Social Work)

Principal Administrator: Head, Social Work Library

Parent Unit: Social Science Division.

Role: To provide library service to the academic community in the area of social work.

Objectives

1. Build and maintain library services and resources to support the instructional and research needs of the academic community, especially the School of Social Work.

2. Aid users in making the best possible use of the Social Work Library's resources and services.

3. Provide library services and resources in the most efficient way possible.

4. Provide an environment conducive to effective study and research.

5. Maintain mutually helpful relationships with faculty, students, alumni and all who serve the University, with professional organizations in social work, and with the larger social work community.

Functions

1. General:
    a. Participate in formulating, interpret and implement policies regarding use of the Social Work Library and its collections, services and facilities.
    b. In conjunction with the Resources Group, participate in budgeting and administer funds allocated to the Social Work Library, monitoring accounts and calling attention to adjustments as needed.
    c. Establish and maintain routines for ordering materials, requisitioning supplies, handling mail and processing.

2. Reference and reader services:
    a. Answer information and reference questions.
    b. Help readers to take maximum advantage of the library's resources in dealing with specific instructional and research problems.
    c. Provide consultations on research projects.
    d. Provide current awareness services such as displays, periodic lists of new acquisitions and selective dissemination.
    e. Maintain annotated public files of reading lists for current courses.

3. Access services:
    a. Control the circulation of materials by maintaining necessary records.
    b. Search and retrieve materials requested by other libraries.
    c. Provide such services as recalls, reader request holds, and overdue notices.
    d. Prepare and process F-invoices.
    e. Collect fines.
    f. Provide a reserve collection, and service this collection by soliciting reserve lists from faculty and obtaining, processing and deprocessing materials.
    g. Page materials from areas not open to readers.
    h. Provide rapid and accurate shelving of materials.
    i. Search for missing materials.
    j. Maintain interlibrary loan services.

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4. Bibliographic Control:
    a. Maintain the Social Work Library catalog, serials catalog, reserves card file and departmental shelflist with the assistance of Support and Resource personnel.
    b. Maintain such auxiliary aids as a checklist of social agency publications and a card file of alternate locations for journal and other articles.
    c. Recommend serial analysis to Serials Cataloging.

5. Collection Development (done in conjunction with the Resource Development Division):
    a. Select materials for the Social Work Library, including refence tools, monographs, serials, documents, agency publications and services.
    b. Solicit free materials.
    c. Sort and search gifts, sending those selected to be processed and those rejected to Gifts & Exchange.
    d. Forward orders for monographs and serials after searching pending order files, relevant catalogs and other bibliographic tools.
    e. Participate in formulating a policy of collection development.

6. Collection maintenance and preservation (done in conjunction with the Resource Development Division and Support Group Personnel):
    a. Maintain security of the collection.
    b. Provide for the supplementary processing of new monographs and serials, including such operations as adjusting records, taping, plating, pocketing, stamping.
    c. Systematically review order files and other records and claim missing materials.
    d. Following regularly scheduled inventories, forward orders for replacements as needed.
    e. Identify and recommend materials for preservation.
    f. Select and prepare materials for binding.
    g. Weed the collection.
    h. Maintain and regularly weed vertical and other files.

Key Working Relationships

1. Office of the Dean of the School of Social Work.
2. Faculty, students and researchers in the School of Social Work.
3. Resource Development Division
4. Acquisitions units.
5. Cataloging units.
6. Inter-library Loan Section.
7. General Reference Department.
8. Other libraries and units in the Social Sciences.
9. Gifts and Exchange Department
10. Social work organizations and libraries.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of users' needs.
2. Reliability and speed of service.
3. Protection of materials against loss and deterioration.
4. Physical condition of facilities.

OCT 1 1975

PROFESSIONAL ADVISORY COMMITTEE

Principal Administrator: Chairperson, Professional Advisory Committee

Parent Unit: Office of the Vice President for Information Services & University Librarian.

Role: To provide comprehensive professional advice and counsel, often based on specific studies, to the Vice President and University Librarian and the Planning Office.

Objectives

1. Provide professional advice and recommendations to the University Librarian and the Planning Office.

2. Provide an effective mechanism for the study and solution of problems and areas of difficulty.

3. Bring the skills and experience of Library staff members into the decision-making process.

4. Keep the Library staff aware of and interested in the goals and activities of the Committee as appropriate.

Functions

1. Study and discuss problems and areas of difficulty as requested by the University Librarian or the Planning Office.

2. Identify problems and areas of difficulty, including areas suggested by other members of the staff, which need to be studied.

3. Organize and participate in Task Forces which conduct specific studies in necessary areas.

4. Make recommendations for action to the University Librarian and the Planning Office.

5. Maintain communication with the Library staff regarding the Committee's goals and activities.

Key Working Relationships

1. Planning Office
2. Office of the Vice President for Information Services and University Librarian.
3. Professional Advisory Committee Task Force Members.

Reports

Reports as desired to:
1. Office of the University Librarian
2. Planning Office
3. Library Staff, often through the Representative Committee of Librarians.

Performance and Evaluative Criteria

1. Soundness of recommendations
2. Effectiveness of Task Forces
3. Procedural efficiency
4. Scope of staff participation in decision-making.
5. Successful identification of problem areas.

PROFESSIONAL REVIEW COMMITTEE

Principal Administrator: Chairperson

Parent Unit: Office of the University Librarian

Role: To provide the University Librarian with recommendations concerning promotion in rank of professional staff members and to consult with the Assistant University Librarian for Personnel on evaluation procedures and educational programs for professional staff.

Objectives

1. Assist in accomplishing the University Library goals of identifying and appropriately recognizing distinctive professional performance.
2. Promote the equitable application of criteria for promotion in rank.
3. Contribute to the development of professional librarians in areas relating to promotion in rank.

Functions

1. Participate in the review process governing promotion from Librarian I to Librarian II and from Librarian III to Librarian IV by (a) assembling and assessing all pertinent documentation concerning experience, performance, and professional competence and (b) preparing a written recommendation for each candidate for promotion for use by the University Librarian.
2. Advise the Assistant University Librarian for Personnel, when appropriate, on the application of criteria for promotion in rank from Librarian II to Librarian III and from Librarian IV to Librarian V.
3. Advise the University Librarian on professional ranks for new appointees.
4. Review criteria to be used in the evaluation of professional staff members for promotion in rank.
5. Review methods and procedures for performance appraisal.
6. Review guidelines governing professional leave.
7. Promote identification and use of educational and research opportunities for professional librarians.

Key Working Relationships

1. University Librarian
2. Assistant University Librarian for Personnel (ex officio member)

Reports

Minutes and advisory reports to the University Librarian and the Assistant University Librarian for Personnel; written recommendations concerning promotion in rank to the University Librarian.

Performance and Evaluative Criteria

Effective implementation of the professional ranking system.

OCT 1 1975

RESOURCE DEVELOPMENT COMMITTEES

1. Humanistic and Historical Studies
2. Sciences
3. Social Sciences

Principal Administrator: Chairpersons

Parent Unit: Office of the Chief, Resource Development Division

Role: Operating in the context of established collecting policies, to provide a linkage for communicating resource information between library collecting units and the Chief, Resource Development Division; to recommend changes in current collecting policies, to review collections and order requests in relation to local needs and to Columbia University Libraries' commitments to Research Libraries Group.

Objectives

1. Provide a communication linkage between staff members involved in resource development for the exchange of information bearing upon collecting policies and their relationship to the research and curricular needs of the university.

2. Revise *Current Collecting Policies* and keep it up-to-date so that it reflects current collecting practices and revisions in collecting policies.

3. Review the present collections and selections for addition to the collections, giving particular attention to individual serial titles, with the purpose of maintaining conformity with collecting policies and receiving the greatest value from the funds spent.

4. Review and recommend revised collecting policies in the light of the Research Libraries Group so as to receive maximum benefits from the consortium, while, at the same time fulfilling Columbia's commitments and obligations to it.

Functions

1. Review and revise the *Current Collecting Policies* to reflect current collecting practices.

2. Review current curriculum and research needs and recommend changes in collecting policies.

3. Prepare a semi-annual summary of developments in research and curricular activities at Columbia which have implications for modifications of collecting policies, making recommendations for such changes where appropriate.

4. Review order requests for new serial titles involving duplication of titles held by other library units, titles of questionable value to the collections, titles apparently falling out-of-scope for the library units requesting them, and other titles as identified for review by the Chief, Resource Development Division.

RESOURCE DEVELOPMENT COMMITTEES

5. Review problem serial titles on petition forms received from the RLG Bibliographic Center after recommendations have been made in the appropriate Columbia departmental library.

6. Review problem serial titles when Columbia is petitioning for a coordinated RLG acquisition decision.

7. Review order requests and petitions for expensive items (i.e. over $300.00) prior to submission to Bibliographic Center.

8. Assist in the review of currently received serial titles in relation to RLG commitments.

9. Review duplication of serial titles among library units.

10. Assist in reaching decisions on collecting policy changes in relation to RLG commitments.

11. Identify, make recommendations, and set priorities on major preservation projects.

12. Review collecting policies in the light of budgetary limitation.

Key Working Relationships
1. Director, Resources Group.
2. Directors of Services and Support Groups.
3. Librarians, Distinctive Collections.
4. Library units in Service and Support Groups, especially Acquisition and Preservation.
5. Faculty, researchers, students.
6. Bibliographic Control Division.
7. Planning Office.

Reports
1. Minutes of meetings to Chief, Resource Development Division.
2. Semi-Annual report on developments in research and curriculum within the university and their implications for the collecting policies to Chief, Resource Development Division.

Performance and Evaluative Criteria
1. Growth, development, and preservation of collections according to plans and policies.
2. Academic community's satisfaction with availability of materials needed.

RESOURCE DEVELOPMENT COMMITTEES

Note

These Committees, including the Chairpersons, are to be appointed by the Director, Resources Group, with the advice of the Directors of Services and Support Groups and the Librarians of Distinctive Collections. The term for the Committees, including the Chairperson, is one year, with appointments made to begin with the academic year. The Chief, Resource Development Division is an ex-officio member of each of the three Committees. The area bibliographers are to be invited to join the Committees as necessary.

A Resource Development Steering Committee, made up of the Chairpersons of the three Resource Development Committees and the Chief, Resource Development Division will coordinate the work of the three Committees.

ORGANIZATION TASK FORCE

Chairman: George Lowy* Librarian, International Affairs

Administration:
- Frederick Duda, Assistant University Librarian for Personnel.
- Warren J. Haas, Vice President for Information Services and University Librarian
- Joel Karp, Operations Analyst, Planning Office
- Jerome Yavarkovsky*, Assistant University Librarian for Planning

Services Group:
- Grace Bermingham, Librarian, Social Work Library
- Mary Ann Bourke*, Assistant Librarian, Business Library
- Frederick Byrne*, Librarian, Instructional Library
- Edith Crockett, Librarian, Geology Library
- Wade Doares, Librarian, Journalism Library
- Jane Dorfman, Librarian, Biological Sciences Library
- Ben Driver, Librarian, Business Library
- Diane Goon, Reference Librarian, Butler Library
- Harriet Hoptner, Reference Librarian, Social Work Library
- Kurt Karlssen, Librarian, Mathematics Library
- Mary Lou Lucy, Librarian, Butler Library
- Claire Mayers, Librarian, Geoscience Library
- Eileen McIlvaine, Reference Librarian, Butler Library
- Adolph Placzek, Librarian, Avery Library
- Janet Schneider*, Reference Librarian, International Affairs Library
- Ellen Schwartz*, Reference Librarian, Medical Library
- Charlotte Smith, Head, Reader's Service, East Asian Library
- Yoram Szekely, Circulation Librarian, International Affairs Library
- Thomas Watkins, Librarian, Music Library

Support Group:
- Donald Anthony, Associate Director of Libraries
- George Boinay, Head, Serials and Documents Acquisitions
- Ruth Bussert*, Head, Circulation Department, Butler Library
- Martin Colverd, Assistant to the Associate Director for Technical Services
- James E. Fall, Head, Processing Department
- Evelyn Lauer, Librarian, School of Library Service Library
- Carol Mandel*, Cataloger
- J. Bryan May, Documents Librarian, Documents Acquisitions
- Gail Persky, Cataloger, Processing Section
- Theodore Rauch, Serials Librarian, Serials Acquisitions

* Professional Advisory Committee

ORGANIZATION TASK FORCE
(page 2)

Resources Group:
- Walter Barnard, Bibliographer, Butler Library
- Ilona Bicsak, Cataloger
- Ann Borsuk*, Reference Librarian, Business Library
- Laura Cummings*, Head, Serials Cataloging
- George Gibbs, Assistant to the Head, Original Cataloging
- Joan Jackson, Head, Searching Department
- Erle Kemp, Associate Director for Technical Services
- Gregory Koster, Serials Cataloger
- George Lowy*, Librarian, International Affairs Library
- Ellis Mount, Librarian, Engineering Library
- Eugene Sheehy, Head, Reference Department, Butler Library
- Frank Unlandherm, Bibliographer, International Affairs Library
- Elizabeth Widenmann*, Cataloger and Bibliographer, International Affairs Library.

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* Professional Advisory Committee.

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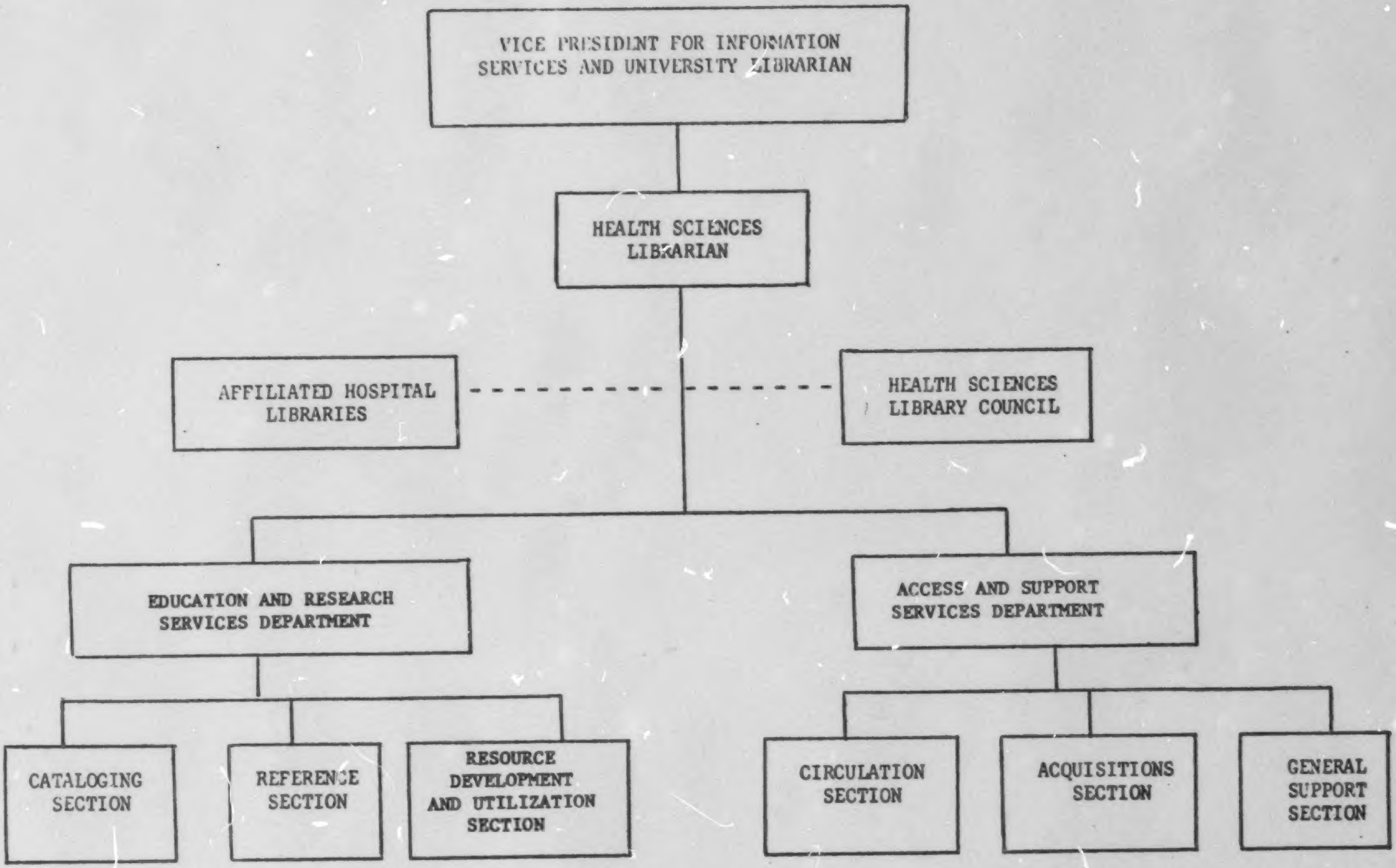
VICE PRESIDENT FOR INFORMATION SERVICES AND UNIVERSITY LIBRARIAN
HEALTH SCIENCES LIBRARIAN
AFFILIATED HOSPITAL LIBRARIES
HEALTH SCIENCES LIBRARY COUNCIL
EDUCATION AND RESEARCH SERVICES DEPARTMENT
ACCESS AND SUPPORT SERVICES DEPARTMENT
CATALOGING SECTION
REFERENCE SECTION
RESOURCE DEVELOPMENT AND UTILIZATION SECTION
CIRCULATION SECTION
ACQUISITIONS SECTION
GENERAL SUPPORT SECTION

COLUMBIA UNIVERSITY LIBRARIES
HEALTH SCIENCES LIBRARY: ADMINISTRATIVE STRUCTURE

VIII 1.0

OFFICE OF THE HEALTH SCIENCES LIBRARIAN

Principal Administrator: Health Sciences Librarian

Parent Unit: Office of the Vice-President for Information Services and University Librarian.

Role: To exercise general executive responsibility for planning, organizing, staffing, directing and controlling the Health Sciences Library and relating it to the Columbia University Libraries.

Objectives

1. Broadly formulate and assure the implementation of effective library programs in support of the instructional, research and patient care activities of the Health Sciences Campus.
2. Assure the effective use of material and staff resources in the achievement of library objectives.
3. Maintain close interrelationships with the Columbia University Libraries and the academic community.
4. Create an environment for and a tradition of good service.
5. Sustain and enhance the level of excellence of the library's resources.
6. Anticipate the future needs for library services in the Health Sciences.
7. Recruit, within the framework of the Columbia University Libraries Personnel Office and its policies and allocate the human resources of the Health Sciences Library properly and effectively.
8. Improve library service and operation, with the assistance and guidance of the Columbia University Libraries Personnel Office, through the application of sound personnel policies and training programs.
9. Bring the skills and experience of staff members into the planning and decision making process.
10. Assure the responsible application of fiscal resources allocated to the Health Sciences Library.
11. Obtain intellectual and material support from sources outside the Columbia University Libraries.
12. Establish effective working relationships within the University and with outside institutions.

Functions:

1. Organize, control and evaluate activities directed toward satisfying the Health Sciences information needs of the University.
2. Participate in recruiting and selecting staff. For catalogers this should be done jointly with the Bibliographic Control Division.
3. Recommend budget allocations for the Health Sciences Library and control funds so allocated.

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Functions: (cont'd.)
4. Establish policies, operating priorities and rules in support of Health Sciences Library activities.

5. Exercise stewardship over all property of the Health Sciences Library.

6. Give continuous study to the needs and conditions of Health Sciences Library resources including preservation of the collection.

7. Represent the University Libraries and/or the Health Sciences Library in matters pertaining to Health Sciences' resources.

8. Recruit and place staff with the assistance and guidance of the Columbia University Libraries Personnel Office.

9. Evaluate staff. For catalogers, this should be done jointly with the Bibliographic Control Division.

Key Working Relationships
1. Columbia University Libraries Planning, Systems and Financial Services Offices.
2. Resources Group.
3. Columbia University Libraries and Medical Center Personnel Offices.
4. Administration and academic departments of the Health Sciences Campus.
5. Other academic institutions, government agencies, professional groups, consortia and funding agencies.

Reports
Statistical and narrative reports as required.

Performance and Evaluative Criteria
1. Quality and growth of Health Sciences information resources and services.
2. Responsiveness to University academic plans and activities.
3. User and staff satisfaction.
4. Performance within budget allocations and income.
5. Effectiveness of stewardship over Health Sciences' Library property.
6. Level of outside esteem and support.
7. Successful recruiting of Health Sciences Library staff.
8. Extent of staff participation in planning.
9. Ability to anticipate and fulfill the manpower requirements of the Health Sciences Library.

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HEALTH SCIENCES LIBRARY COUNCIL

Principal Administrator: Chairman, Health Sciences Library Council

Parent Unit: Office of the Health Sciences Librarian

Role: To participate in establishing the policies, goals, priorities and activities of the Health Sciences Library.

Objectives:

1. Provide professional advice and recommendations to the Health Sciences Librarian.
2. Provide an effective mechanism for the study and solution of problems.
3. Bring the skills and experience of the Library staff members into the planning and decision making process.
4. Aid the staff in keeping aware of new developments in librarianship.
5. Provide a mechanism for communication among the library staff.

Functions:

1. Study and discuss problems and areas of difficulty.
2. Identify and discuss matters of professional interest.
3. Make recommendations for action to the Health Sciences Librarian.
4. Maintain communication with Library staff.

Key Working Relationships

1. Other Health Sciences Library staff.

Reports

None

Performance and Evaluative Criteria

1. Effectiveness of Library Council.
2. Soundness of recommendations.
3. Scope of staff participation.

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EDUCATION/RESEARCH SERVICES DEPARTMENT

Principal Administrator: Head, Education and Research Services

Parent Unit: Office of the Health Sciences Librarian

Role: To develop, organize, make accessible, and to promote the academic exploitation of the collections of the Health Sciences Library; to provide a wide range of reference services; and to relate the library's resources and services to the specific information needs of the education, research and patient care activities of the Medical Center.

Objectives

1. Develop and implement collection policies within the larger selection policy of Columbia University Libraries supportive of the instructional activities and the present and future needs of those engaged in research and patient care in the health sciences at Columbia.

2. Provide the professional skills requisite to organizing and making the above resources available within the guidelines of Columbia University Libraries policy.

3. Create and maintain a bibliographic control apparatus which permits the full use of the library's resources in the most economical and efficient manner and which conforms to the quality and policy established by the Bibliographic Control Division.

4. Encourage cooperative resource building and information retrieval projects relevant to the health sciences on the local, regional and national level.

5. Develop resources in the health sciences to support commitments to local, regional and natioanalresource plans.

6. Encourage the development and use of machine-based retrieval systems.

7. Introduce library patrons to the many possible uses of library resources and services of the Health Sciences Library as well as of the rest of the Columbia University Libraries.

8. Create the environment for and a tradition of good service among the staff.

9. Develop new ideas and methodologies for improving service to patrons.

10. Create, maintain, and utilize bibliographic services which will permit access to health science resources.

11. Develop innovative library programs among and for the faculty, staff and students.

Functions

1. Participate with the Resource Development Division of the Columbia University Libraries in the development of collection policies for the Health Sciences Library and co-ordinate the selection activities consistent with those policies.

2. Assure continuing efforts to develop new ideas and methodologies of service to library users.

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Functions (cont'd.)

3. Assure an aggressive and effective liaison with the students, faculty and staff.

4. Provide efficient and effective bibliographic control of the library's resources consistent with the policies and directives of the Bibliographic Control Division of the Columbia University Libraries.

5. Provide general and in-depth reference service.

6. Participate in preparing budget requests for the Health Sciences Library.

7. Assist faculty and staff in the development of instructional modules and curricula.

8. Participate in the development of and enforce policies regarding use of library collections, services and facilities consistent with those of the Columbia University Libraries.

9. Administer the health science interlibrary loan operation.

10. Establish and enforce policies regarding preservation of library resources.

11. Participate in planning uses of computer technology in the Columbia University Libraries.

12. Participate in local, regional and national shared resources programs.

Key Working Relationships
1. Access and Support Services Department
2. Academic Community.
3. Columbia University Libraries Resources Group.
4. Other health sciences libraries and information centers.
5. Columbia University Libraries Services Group.

Reports
1. Statistical and narrative reports as required.
2. Reports to the Health Sciences Library Council.

Performance and Evaluative Criteria
1. Growth and development of collections according to plan and need.
2. Satisfaction of reader's information needs.
3. Development of successful service program.
4. Development of a bibliographic control apparatus consistent with that of the rest of the Columbia University Libraries in terms of quality and policy.

CATALOGING SECTION

Principal Administrator: Head, Cataloging Section

Parent Unit: Education and Research Services Department, Health Sciences Library

Role: To provide organization and bibliographic control of the Health Sciences Library's resources.

Objectives

1. Create and maintain a bibliographic control apparatus which permits the full use of the library's resources in the most economical and efficient manner and which adheres strictly to Columbia University Libraries cataloging policy and quality.

2. Participate with the Bibliographic Control Division in the formulation of cataloging policy recognizing that the Bibliographic Control Division is the *final* authority in these matters.

3. Maintain consistency of bibliographic records with those of the rest of the Columbia University Libraries system.

4. Provide policy guidance on bibliographic control to the Education/Research Services and Access/Support Services Departments as needed.

5. Assist in maintaining process control over items ordered until formal bibliographic control is achieved.

6. Identify and process the most-needed materials as quickly as possible.

7. Contribute to Columbia University Library-wide bibliographic control.

8. Enhance the effectiveness of collection development by monitoring requests for material for the Health Sciences Library collection.

Functions

1. Participate in the establishment and enforcement of bibliographic control in cooperation with and under the direction of the Bibliographic Control Division, Columbia University Libraries.

2. Provide and update bibliographic records for monographs, serials, documents, and non-book materials, utilizing original cataloging, copy, and modified copy.[1]

3. Maintain quality control of the existing and newly created bibliographic records in card processing, editing, and filing consistent with and governed by the policies and direction of the Columbia University Libraries Bibliographic Control Division.

[1] To "provide" includes searching, subject headings, descriptive cataloging and authority work for newly acquired titles, titles requiring transfer, reclassification and recataloging. "Bibliographic records" includes shelflists, public serial catalogs, public catalogs, and also the bibliographic apparatus supporting catalog records (e.g. history cards, references, authority cards.)

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Functions (cont'd.)

4. Provide professional assistance on bibliographic matters to faculty members, researchers, and other library users when requested.

5. Participate in planning uses of computer technology in the Columbia University Libraries generally and within the Bibliographic Control Division specifically.

6. Assist in budget preparation for the operation of the Health Sciences Library.

7. Participate in decisions relating to the organization and preservation of the collection.

8. Assist in the designation of priorities for cataloging materials in order to forward the most needed materials as quickly as possible to the library clientele.

9. Participate in regional and national reporting activities for materials in the Health Sciences Library.

10. Cooperate closely with the Bibliographic Control Division, Columbia University Libraries and the Science Information Center.

Key Working Relationships

1. Access and Support Services Department.
2. Faculty, researchers, and students in the health sciences.
3. Bibliographic Control Division, Columbia University Libraries.
4. Medical Library Center of New York.
5. Science and Engineering Information Center.
6. Systems Office, Columbia University Libraries.
7. Card production department, Columbia University Libraries.

Reports

1. Periodic reports as required by Bibliographic Control Division, Columbia University Libraries.
2. Statistical and narrative reports as needed.

Performance and Evaluative Criteria

1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with Library of Congress practices and established rules of cataloging of the Columbia University Libraries Bibliographic Control Division.
3. Time required to provide bibliographic control over materials received in the Health Sciences Library.
4. Quantity of bibliographic records produced, materials processed and achievement of currency.

REFERENCE SECTION

Principal Administrator: Head, Reference Section

Parent Unit: Education and Research Services Department, Health Sciences Library

Role: To provide a wide and varied range of reference services to the users of the Health Sciences Library.

Objectives
1. Provide effective and efficient reference service.
2. Foster a meaningful working relationship between the Health Sciences Library and the academic community.
3. Maintain reference resources to support present and future needs of the health sciences community.
4. Participate in relating library resources in the health sciences to instructional, research, and patient care activities.
5. Promote increased awareness of available library resources.
6. Maintain and utilize bibliographic devices which permit access to non-Columbia resources.
7. Promote the effective utilization of staff in providing reference service.
8. Create an environment for and a tradition of good service among the staff.
9. Encourage new ideas for improving reference service.
10. Encourage the development and use of machine-based retrieval systems.

Functions
1. Assist the health sciences community in using library resources to maximum advantage.
2. Assist readers in the interpretation of bibliographic records and reference materials.
3. Provide information enabling readers to locate and to use library materials effectively, including Special Collections of the Health Sciences Library.
4. Develop and maintain the reference collection.
5. Provide library consultation on specific research projects.
6. Provide information as requested by readers and to refer readers to other Columbia or to non-Columbia sources as appropriate.
7. Provide literature searching services, using the most effective methods available, whether manual or computerized.
8. Participate in the development of Health Science Library collection policies.
9. Recommend materials for inclusion in the Health Sciences Library collections.

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Functions (cont'd.)

10. Participate in the development of and enforce policies regarding use of library collections, services and facilities.

11. Provide instruction in the use of library resources.

12. Develop and disseminate library instructional aids.

13. Publicize the availability of library resources and services, using any appropriate media.

14. Verify interlibrary loan requests, suggest locations from which materials might be obtained and deal with related problems.

15. Supervise both borrowing and lending aspects of the interlibrary loan operation.

16. Help establish and enforce policies regarding preservation of library resources.

Key Working Relationships

1. Access and Support Services Department.
2. Cataloging Section
3. Humanistic and Historical Studies Reference and Science Libraries.
4. Other health sciences libraries and information centers.
5. Resource Development and Utilization Section.
6. Academic Community.

Reports

1. Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Satisfaction of reader's information needs.
2. Reliability and speed of service.

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RESOURCE DEVELOPMENT AND UTILIZATION SECTION

Principal Administrator: Senior Library Service Co-ordinator

Parent Unit: Education and Research Services Department., Health Sciences Library

Role: To promote and facilitate the integration of library resources and services into the daily research, education and patient care activities of the Medical Center and to assure the rational growth of the Health Sciences Library collection.

Objectives

1. Provide an aggressive and effective liaison with the students, faculty and staff.

2. Relate effectively the resources and services of the library to the educational, research and patient care programs of the Center in conjunction with the Columbia University Libraries Resource Utilization Office.

3. Provide primary collection development and refinement expertise within the guidelines of the Columbia University Libraries Resource Development Office.

4. Assure, where appropriate, library participation in the evaluation of curricula and individual teaching packages.

5. Assist the Office of Medical Education in the development of faculty teaching skills.

6. Develop innovative library service programs.

7. Maintain an awareness of developments in the area of Health Science education.

8. Demonstrate by continuing performance that the Health Sciences Library can be a truly relevant component of the teaching program.

Functions

1. Establish regular contact with Course Directors and their committees as well as with individual members of the instructional staff.

2. Identify and co-ordinate the development and implementation of library programs supportive of the Health Sciences curricula and research projects.

3. Assist officers of Medical Education in efforts to enhance the faculty's ability to teach and to develop a wide variety of teaching modules.

4. Communicate regularly with both formal and informal groups of students in order to gain their input for the development and implementation of library programs and services.

5. Select for purchase all varieties of library resources which meet the criteria of the Health Sciences portion of the Columbia University Libraries collection policy.

6. Participate in programs designed to develop the library's collection with respect to the goals and objectives of the Medical Center, the Columbia University community, the responsibility of the library to the non-Columbia academic community and the resources available in the surrounding medical library environment.

Functions (cont'd.)

7. Participate in both general school and specific course curriculum development and modification activities.

8. Participate in the organization, development and evaluation of teaching materials.

9. Devise with faculty, staff and/or students new and relevant library service programs.

10. Participate with the Columbia University Libraries Resource Development Division in the development and refinement of collection policies for the Health Sciences Library.

11. Assist in the integration of other educational support activities, such as medical television, medical illustration, etc., into the curriculum development process.

12. Assist in the provision of instruction in the use of library resources.

Key Working Relationships

1. Course Directors.
2. Other instructional officers.
3. Interested students.
4. Health Sciences Library Reference Section.
5. Office of Medical Education of the College of Physicians and Surgeons.
6. Other Educational Support Services at the Medical Center.
7. Health Sciences Library Circulation Section.
8. Columbia University Libraries Resource Utilization Office.
9. Columbia University Libraries Resource Development Division.

Reporting Relationships

Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Faculty and student response to the program.
2. Development of collections as planned.
3. Satisfying professional interrelationships on the Health Sciences Library staff.
4. Development of new, responsive, and successful library service programs.

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ACCESS AND SUPPORT SERVICES DEPARTMENT

Principal Administrator: Head, Access and Support Services Department.

Parent Unit: Office of the Health Sciences Librarian

Role: To provide in conjunction with the Library Technical Support Group, business, processing, acquisition, technical and support services necessary to maintain the functions of the Health Sciences Library, and to make accessible the collections of the Health Sciences Library.

Objectives

1. Improve the operation of all library units relying on Support units by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Contribute to sound fiscal control by participating in the centralized Columbia University Libraries accounting procedures.

3. Support library operations by obtaining through accepted Columbia University Libraries channels, and distributing library supplies and equipment in the most efficient and economic way.

4. Support the process of collection development through the proper acquisition of designated materials in conjunction with the Columbia University Libraries Acquisitions Department.

5. Support the library's role as a repository of research and other materials by providing preservation and binding services, in conjunction with the Columbia University Libraries Preservation Department.

6. Facilitate operations by maintaining the efficient delivery and shipment of library materials and mail.

7. Aid library patrons in making the best possible use of library resources and service.

8. Deliver materials promptly and efficiently as requested.

9. Create the environment for and a tradition of good service among the staff.

10. Encourage new ideas for improving service to patrons.

Functions

1. Control expenditure of funds for materials and binding allocated to the Health Sciences Library and participate in the budget planning process.

2. Participate in the maintenance of accounts for expenditures for materials and binding, and in the production of financial reports as required.

3. Coordinate the purchase, rental and distribution of supplies and equipment using the services of the Columbia University Libraries General Services Department.

4. Perform preliminary searching.

5. Perform acquisitions services for all forms of material for the Health Sciences Library, in conjunction with the Columbia University Libraries Acquisitions

Functions (cont'd)

Department.

6. Maintain and make accessible records of the acquisition, processing and payment status of materials.

7. Assist in collection development by bringing materials and information to the attention of selection officers and by selecting certain materials.

8. Provide preservation services of a technical nature, such as binding and repair, in conjunction with the Columbia University Libraries Preservation Department.

9. Prepare library materials for use (e.g. plating, marking, binding).

10. Keep abreast of the latest techniques and information pertaining to functions assigned to the Access/Support Services Department.

11. Coordinate and supervise the disposal of unwanted material in the most beneficial way in conjunction with the Columbia University Libraries Gifts and Exchange Section.

12. Be responsible for library shipping, receiving, mail and delivery services.

13. Maintain easy access to the collections of the Health Sciences Library.

14. Participate in the development of and enforcement of policies regarding use of library collections, services and facilities.

15. Maintain security of the collections.

Key Working Relationships

1. All organizational units and individuals in the Health Sciences Library involved with access or support services.
2. Columbia University Libraries Systems Office.
3. Other Columbia University Libraries departments and with individuals and organizations outside the University.
4. Columbia University Libraries Technical Support Group.

Reports

1. Statistical and narrative reports as required.
2. Health Sciences Library Council.

Performance and Evaluative Criteria

1. Accuracy of records.
2. Quality of technical work.
3. Satisfaction of other library units relying on Access/Support Department.
4. Satisfaction of library users.
5. Protection of materials against loss.

CIRCULATION SECTION

Principal Administrator: Head, Circulation Section

Parent Unit: Access and Support Services Department, Health Sciences Library

Role: To provide circulation services to authorized users of the Health Sciences Library.

Objectives

1. Facilitate use of library materials.
2. Provide material promptly, efficiently and courteously.
3. Create the environment for and a tradition of good service among the staff.
4. Maintain accurate records.
5. Encourage the development and implementation of new ideas for improving circulation services.

Functions

1. Participate in the development and enforcement of policies regarding the use of library collections, services and facilities conforming to the policies of the rest of the Columbia University Libraries system when appropriate.
2. Participate in the development and enforcement of policies for safequarding the collections.
3. Control the circulation of materials and maintain necessary records.
4. Maintain easy access to the collections and assist in locating materials.
5. Provide circulation services such as personal reserve notices, recalls and overdue notices.
6. Provide rapid and accurate shelving of materials.
7. Provide for inventory control and search for missing materials.
8. Search and retrieve requested interlibrary loan materials.
9. Provide photoduplication services.
10. Provide reserve services.
11. Help establish and enforce policies regarding preservation of library resources.

Key Working Relationships

1. Faculty, students and staff.
2. Other units in Health Sciences Library

Reporting Relationships

1. Circulation Statistics.
2. Other reports as needed.

FEB 20 1974

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Reliability and speed of service.
3. Security of collections.

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ACQUISITIONS SECTION

Principal Administrator: Head, Acquisitions Section

Parent Unit: Access and Support Services Department, Health Sciences Library

Role: To provide in conjunction with Columbia University Libraries Technical Support Group, acquisitions, accessioning and invoice processing services for requested monographs, serials, government documents, book continuations, microfilms and certain other designated materials necessary to support the operations of the Health Sciences Library.

Objectives

1. Improve the operation of all Health Science Library units relying on the Acquisitions Section by providing efficient and economic service and by participating in the establishment of policies within the Columbia University Libraries system which further such services.

2. Contribute to sound fiscal control by prudent management of library accounts designated for expenditures for books and serials.

3. Enhance the effectiveness of collection development by monitoring requests for books and serials and prevent unwanted duplication and unnecessary expenditure of library funds.

4. Support the process of collection development through the proper acquisition of designated books and serials.

5. Improve bibliographic control over books and serials by maintaining records before permanent bibliographic control is achieved.

6. Increase the library's informational resources by maintaining Kardex and other records of serials.

7. Participate in the disposal of unwanted books and serials in the most beneficial way.

Functions

1. Participate in the budgetary process for the Acquisitions Section.

2. Perform preliminary searching.

3. In conjunction with the Support Group, order or solicit monographs, serials, microfilms and certain other designated materials, including participation in the assignment of dealers, systematic reviews, follow-ups of pending orders and acknowledging receipt of gifts and exchanges.

4. Receive, process, and distribute monographs, serials, microfilms and certain other designated materials.

5. Participate in the maintenance of fiscal control, including approving payments, handling encumbrances, etc.

6. Maintain and make accessible records of the Acquisition Section and provide interpretation and information as needed.

7. Bring book and serial information to the attention of selection officers.

Functions (cont'd)

8. Participate in the disposal of unwanted books and serials.

9. Be responsible for correspondence on most matters concerning the acquisition of books and serials for the Health Sciences Library.

10. Price and sell duplicates which have not become part of the Health Science Library collection.

Key Working Relationships

1. Organizational units and individuals in the Health Sciences Library.
2. Subscription agencies and dealers.
3. Donors.
4. Columbia University Libraries and Health Sciences Library selection officers.
5. Columbia University Libraries Support Group.

Reports

Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Proper placing of orders.
2. Proper payment of invoices to make the most beneficial use of budgeted funds.
3. Accuracy of records.
4. Satisfaction of library users.

GENERAL SUPPORT GROUP

Principal Administrator: Head, General Support Section

Parent Unit: Access and Support Services Department, Health Sciences Library

Role: To provide in conjunction with the Columbia University Libraries Preservation Department binding, repair and processing services; to provide in conjunction with the Columbia University Libraries General Services Department support services for the purchase and distribution of supplies and equipment for the Health Sciences Library.

Objectives

1. Improve the operation of the Health Sciences Library by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Contribute to sound fiscal control by participating in the maintenance of library binding accounts.

3. Contribute to bibliographic control over materials by maintaining binding records.

4. Facilitate the use of the collection by participating in the physical preparation of materials.

5. Support library operations by obtaining and distributing library supplies and equipment in the most efficient and economic way using the services of the Columbia University Libraries General Services Department.

6. Facilitate operations by maintaining the efficient delivery and shipment of library materials and mail and by maintaining the security of such materials.

Functions

1. Participate in the budgetary process for binding.

2. Prepare library materials for use by plating, pocketing, marking, etc.

3. Coordinate activities involving binders, including sending, receiving, record keeping, invoice processing and quality control.

4. Be responsible for the purchase, distribution and monitoring of supplies and equipment in the Health Sciences Library, in conjunction with Columbia University Libraries General Services.

5. Be responsible for shipping, receiving, mail and delivery services for the Health Sciences Library.

6. Be responsible for the proper packing, shipping, mailing and routing of materials, including the coordination and scheduling of pickups and deliveries.

Key Working Relationships

1. All sections of the Health Sciences Library.
2. Commercial Binders.
3. Columbia University Libraries' Binding Section.

Key Working Relationships (cont'd)

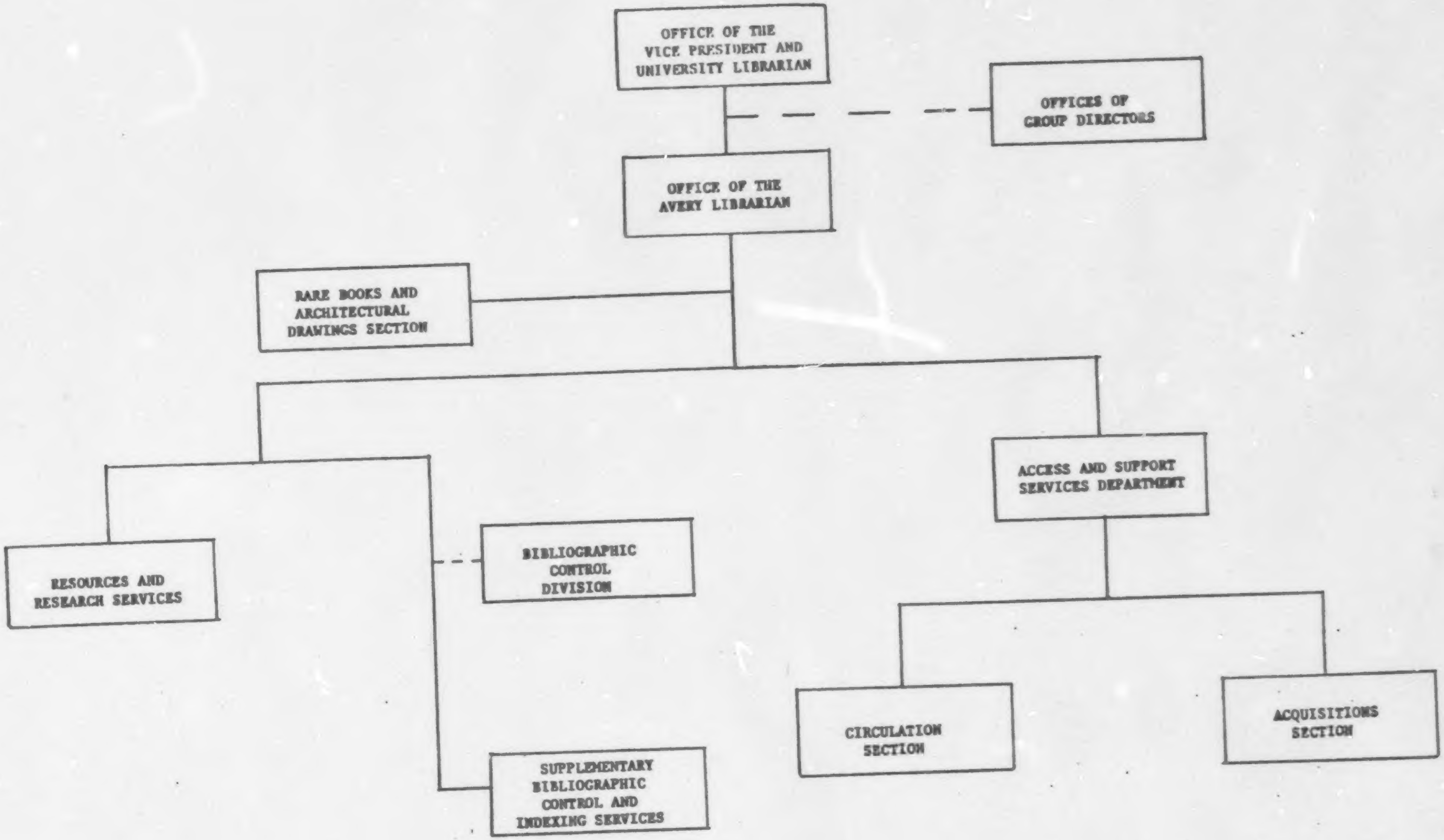
4. Columbia University Libraries' General Services Department.
5. U.S. Postal Services.

Reports

Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Accuracy of records.
2. Satisfaction of Health Sciences Library units.
3. Quantity of the materials processed.
4. Binding and processing workmanship.


OFFICE OF THE VICE PRESIDENT AND UNIVERSITY LIBRARIAN
OFFICES OF GROUP DIRECTORS
OFFICE OF THE AVERY LIBRARIAN
RARE BOOKS AND ARCHITECTURAL DRAWINGS SECTION
ACCESS AND SUPPORT SERVICES DEPARTMENT
RESOURCES AND RESEARCH SERVICES
BIBLIOGRAPHIC CONTROL DIVISION
SUPPLEMENTARY BIBLIOGRAPHIC CONTROL AND INDEXING SERVICES
CIRCULATION SECTION
ACQUISITIONS SECTION

COLUMBIA UNIVERSITY LIBRARIES

AVERY LIBRARY: ADMINISTRATIVE STRUCTURE

AVERY LIBRARY

Principal Administrator: Avery Librarian

Parent Unit: Office of Vice President for Information Services and University Librarian

Objectives:

1. Serve the University community in the fields of architecture, architectural history, archaeology, city planning, painting, sculpture, the graphic and the decorative arts as an undergraduate, graduate and advanced research library.

2. Serve as a national and international research library of record in the field of architectural history.

3. Maintain coverage of art history and city planning literature sufficient to support instructional programs and basic research needs of advanced graduate students and faculty.

4. Develop and maintain an archive of architectural drawings and manuscripts.

OFFICE OF THE AVERY LIBRARIAN

Principal Administrator: Avery Librarian

Parent Unit: Office of the Vice President for Information Services and University Librarian.

Role: To exercise general executive responsibility for planning, organizing, staffing, and directing the Avery library.

Functions

1. Formulate and ensure the implementation of policies and operating priorities in the context of the Libraries' general governing principles for service, collection development and bibliographic control and the University's academic needs.

2. Recruit, select and continually evaluate staff within the framework of the University Libraries Personnel Office.

3. Allocate and control the expenditure of Avery Library funds in conjunction with the Director of the Library Resources Group and Library Budget procedures.

4. Represent the interests of Avery Library within the University Libraries and to faculty, benefactors, etc.

5. Exercise stewardship over all property of the Avery Library.

Key Working Relationships

1. Vice President for Information Services and University Librarian.
2. Directors of Services, Resources, and Support Groups.
3. Financial Services Office.
4. Personnel Office.
5. Dean and faculty of the Graduate School of Architecture and Planning and the Chairman and members of the Art History Department.
6. Artistic Properties Office.
7. Planning Office.

Reports

1. Statistical and evaluative reports as policy requires.
2. Annual Report.

Performance and Evaluative Criteria

1. Quality and growth of Avery Library resources and services.
2. Performance within budget allocations and income.
3. Level of staff satisfaction, performance and professional development.
4. Extent of outside esteem and support.

RARE BOOKS AND ARCHITECTURAL DRAWINGS SECTION

Parent Unit: Office of the Avery Librarian

Role: To develop and preserve a resource of materials requiring special attention, such as rare books, manuscripts and architectural drawings, which support the library's role as the national research institution in architectural history.

Functions

1. Collect rare books, periodicals, and architectural drawings and other unique materials.

2. Protect the rare books, periodicals and architectural drawings of the library against physical deterioration, and insure their judicious use.

3. Catalog the drawings and other archival material.

4. Provide bibliographical research supporting the selection, cataloging, and utilization of rare books and engravings.

5. Provide reference services regarding the material collected by this section.

Key Working Relationships

1. Special Collections.
2. Bibliographic Control Division.
3. Preservation Department.
4. Book dealers.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Effectiveness of access to materials.
2. Development of collections according to plans.
3. Condition and security of collections.
4. Quality of reference service.

RESOURCES AND RESEARCH SERVICES

Parent Unit: Office of the Avery Librarian

Role: To build collections and to develop and provide a wide range of reference services to scholars in the fields of architecture, art history, city planning, and the decorative arts.

Functions

1. Develop resources, within the parameter of the Collection Policy of the University Libraries, for the support of present and future research and instructional needs of the University, especially of the Graduate School of Architecture and Planning and of the Department of Art History and Archaeology.

2. Develop resources to serve as a library of record in architectural history.

3. Support commitments to regional and national cooperative acquisition plans.

4. Evaluate and redefine collection policy, as necessary, in conjunction with the Resource Development Division.

5. Plan, design, and develop programs which will enable the Columbia academic community to take maximum advantage of Avery resources, in conjunction with the Resource Utilization Office.

6. Provide a range of reference services for the Columbia academic community from basic directing and orientation to in-depth research assistance.

7. Maintain a basic reference service in the field of architectural history to other academic institutions, learned societies and qualified individuals.

8. Maintain the physical integrity of the collection by an ongoing program of preservation, repair and prevention, in conjunction with the Columbia University Libraries' Preservation Office.

Key Working Relationships

1. Faculty and students of the Graduate School of Architecture and Planning and the Art History Department.
2. Resource Development Division.
3. Book Acquisitions Section.
4. Serials Acquisitions Section.
5. Resource Utilization Office.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Responsiveness to academic program needs of the Graduate School of Architecture and Planning and the Art History Department.
2. Development of collections according to Avery and University Libraries policy.
3. Effectiveness of resource utilization programs.
4. Quality of reference service.

SUPPLEMENTARY BIBLIOGRAPHIC CONTROL AND INDEXING SERVICES

Parent Unit: Office of the Avery Librarian

Role: To provide specialized bibliographic control to supplement existing access tools in the fields of architecture and art history.

Functions

1. Maintain an index of architectural periodical literature in all Western languages on an international basis and prepare this index for publication.

2. Maintain a periodical index in art history for literature not recorded elsewhere.

3. Maintain a union catalog of art and architectural material in all Western languages in the Columbia Libraries, in conjunction with the Bibliographic Control Division.

4. Prepare the union catalog for publication, preserving the special features which contribute to its excellence as an international research tool.

5. Maintain appropriate vertical files for ephemera.

Key Working Relationships

1. Bibliographic Control Division
2. G. K. Hall Company

Performance and Evaluative Criteria

1. Quality and effectivenss of indexing.
2. Effectiveness and consistency of catalog and index organization.
3. Efficiency of preparation for catalog and index publication.
4. Quality of vertical files.

ACCESS AND SUPPORT SERVICES DEPARTMENT

Principal Administrator: Head, Access and Support Services Department

Parent Unit: Office of the Avery Librarian

Role: To exercise administrative responsibility for the circulation and acquisition of materials and to participate in the establishment of policies in these areas.

Functions: See individual sections.

Key Working Relationships

1. Directors, Library Technical Support and Services Groups.
2. Head, General Services Department.
3. Students, faculty and staff of the Graduate School of Architecture and Planning and the Art History Department.

Reports

Statistical and evaluative reports as policy requires.

CIRCULATION SECTION

Principal Administrator: Head, Access and Support Services Department

Parent Unit: Access and Support Services Departments , Avery Library

Role: To provide suitable access to the various materials in the collections and initial information regarding their use.

Functions

1. Control circulation of materials within and outside the library, including course reserves, and maintain the necessary records.

2. Maintain constant and accurate shelving of materials.

3. Provide for regular inventory, search for missing materials, and initiate their replacement.

4. Search and retrieve requested interlibrary loan materials and provide for photorequests.

5. Maintain graduate reading areas.

Key Working Relationships

1. Students and faculty of the Graduate School of Architecture and Planning and the Art History Department.
2. Photographic Services Section
3. General Services Department

Reports

1. Monthly Circulation Report
2. Monthly Photocopy Report

Performance and Evaluative Criteria

1. User satisfaction.
2. Accurate records of materials not on shelf.
3. Efficient re-shelving of materials.
4. Prompt response to interlibrary loan requests.

ACQUISITIONS SECTION

Principal Administrator: Head, Access and Support Services Department

Parent Unit: Access and Support Services Department, Avery Library

Role: To provide acquisition and other support services necessary to maintain the functioning of the library, in conjunction with the Libraries Technical Support Group.

Functions

1. Type requests for orders and perform preliminary searching and follow-up of orders.

2. Receive and process incoming monographs, book continuations, serials, microfilm and other materials, update records, and distribute to the appropriate locations.

3. Approve payment of invoices.

4. Maintain records of the acquisition, processing, and payment status of materials and provide interpretation and information as needed.

5. Prepare materials for binding and maintain appropriate records.

Key Working Relationships
1. Book Acquisitions Section
2. Serials Acquisitions Section
3. Preservation Department
4. Gifts and Exchanges Department
5. Data Control Department
6. Resources and Research Services

Reports
Change in size of collection report.

Performance and Evaluative Criteria
1. Accuracy and staff accessibility of records.
2. Efficient processing of incoming materials.
3. Quality of searching.

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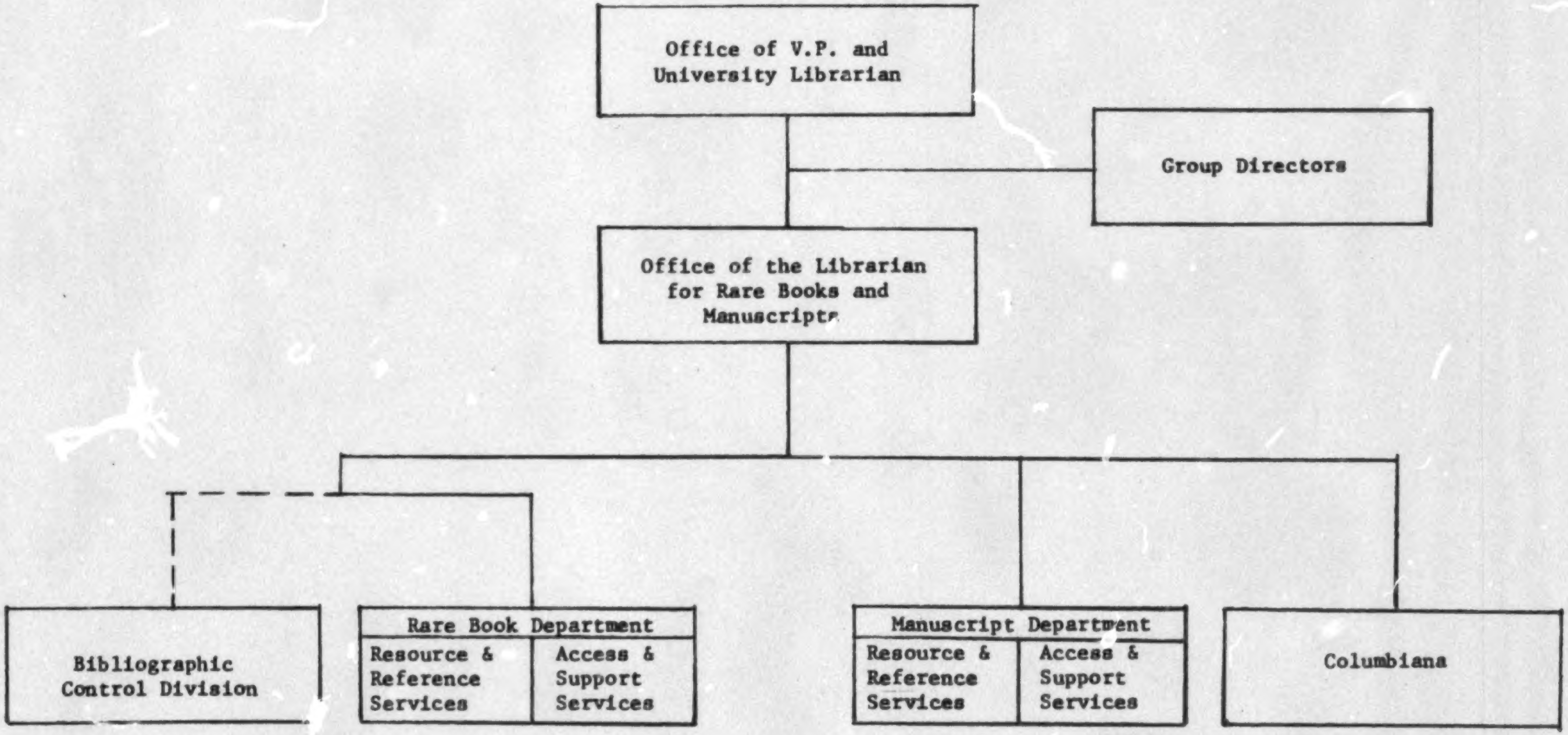
Office of V.P. and University Librarian
Group Directors
Office of the Librarian for Rare Books and Manuscripts
Bibliographic Control Division
Rare Book Department
Resource & Reference Services
Access & Support Services
Manuscript Department
Resource & Reference Services
Access & Support Services
Columbiana

COLUMBIA UNIVERSITY LIBRARIES

RARE BOOK AND MANUSCRIPT LIBRARY: ADMINISTRATIVE ORGANIZATION

1/7/75

RARE BOOK AND MANUSCRIPT LIBRARY

Principal Administrator: Librarian for Rare Books and Manuscripts

Parent Unit: Office of Vice President for Information Services and University Librarian

Objectives:

1. Serve the University community in the following areas: rare books, manuscripts and archives (covering all subjects with the exception of law, medicine and architecture); paintings and drawings of illustrators, epigraphy and papyrus specimens, photographs and engravings, mathematical instruments, and other unique non-book materials; and Columbiana books, manuscripts and memorabilia.

2. Serve the needs of United States and international students and scholars in our specialized areas.

3. Maintain coverage, through gift and purchase, of rare books and manuscripts in the humanities and social sciences to support the research needs primarily of graduate students and faculty.

4. Develop and maintain archives of personal and institutional papers.

1/7/75

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OFFICE OF THE LIBRARIAN FOR RARE BOOKS AND MANUSCRIPTS

Principal Administrator: Librarian for Rare Books and Manuscripts

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: To exercise general executive responsibility for planning, organizing, staffing, and directing the Rare Book and Manuscript Library and the Columbiana Library.

Functions:

1. Formulate and ensure the implementation of policies and operating priorities in the context of the Libraries' general governing principles for service, collection development and bibliographic control, and the University's academic needs.

2. Formulate and ensure the implementation of policies governing judicious use and preservation of collections.

3. Develop collection policies and rare book and archival resources.

4. Recruit, select and continually evaluate staff within the framework of the University Libraries' Personnel Office.

5. Allocate and control the expenditure of Rare Book and Manuscript Library funds in conjunction with the Director of the Library Resources Group and Library budget procedures.

6. Represent the interests of the Rare Book and Manuscript Library within the University Libraries, and to faculty, donors and benefactors, Friends of the Libraries, visiting scholars, rare book and manuscript dealers, collectors, Grolier Club members, other institutional rare book libraries, etc.

7. Oversee the general program of the Friends of the Libraries, the financial accounts and the membership records; and oversee the publication of the Columbia Library Columns, arrangements with contributors and subscription records.

8. Acquire rare book and manuscript materials by soliciting them as gifts, acknowledge gifts appropriately, arrange for appraisals when necessary, and oversee the maintenance of donor records.

9. Formulate exhibition policies and schedules for rare book, manuscript and unique non-book materials, both within exhibition area at the University and for loan to outside libraries and museums, and oversee related press releases and the publication of catalogs and relevant articles.

10. Devise and install exhibitions of materials from the collections.

11. Exercise stewardship over all property of the Rare Book and Manuscript Library, including proper housing, preservation and security.

Key Working Relationships

1. Vice President for Information Services and University Librarian.
2. Directors of Services, Resources, and Support Groups, and other distinctive collections.
3. Financial Services Office.
4. Personnel Office.
5. Officers and Council of the Friends of the Columbia Libraries.
6. Editor of the Columbia Library Columns.
7. University Development Office.
8. Gifts and Exchange Department.
9. Book dealers.
10. Planning Office.
11. Oral History Research Office.
12. Columbia University Archival Collections.

Reports

1. Statistical and evaluative reports as policy requires.
2. Annual report.
3. Financial and acquisitions reports to the Council of the Friends of the Columbia Libraries.

Performance and Evaluative Criteria:

1. Quality and growth of Rare Book and Manuscript Library resources and services.
2. Performance within budget allocations and income.
3. Level of staff satisfaction, performance and professional development.
4. Extent of outside esteem and support.

RARE BOOK DEPARTMENT: RESOURCE AND REFERENCE SERVICES

Principal Administrator: Assistant Librarian for Rare Books

Parent Unit: Office of the Librarian for Rare Books and Manuscripts

Role: To maintain, preserve and provide reference service for a resource of rare books, special subject collections, book manuscripts, printed ephemera, and non-book/non-manuscript material such as papyrus, cuneiform, art objects, mathematical instruments and related reference sources in order to support the research needs of Columbia faculty and students and other qualified individuals.

Objectives:

1. Organize rare books, specialized subject collections, book manuscripts and non-book/non-manuscript materials for effective use.

2. Maintain a bibliographic control apparatus permitting full use of resources.

3. Maintain consistency of bibliographic records.

4. Preserve collections.

5. Make the collections available for use by the aid of in-depth reference service.

6. Insure the proper handling of materials by maintaining a secure reading room and stack area.

7. Serve as a library of record in some selected subject areas.

Functions

1. Develop, establish standards for, and maintain a processing and cataloging code for book manuscripts and non-book/non-manuscript materials.

2. Prepare bibliographic records with specialized descriptive data for books that will be sent to Bibliographic Control.

3. Provide bibliographic records for printed ephemera, book manuscripts and non-book/non-manuscript materials.

4. Maintain a selective reference collection for materials in specific subject areas.

5. Assist readers in the interpretation of bibliographic records for collections.

6. Provide research advice regarding individual collections with local bibliographic records.

7. Provide lectures on the bibliographic control, use and location of rare book resources.

8. Provide consultations with individual readers on specific research projects.

9. Maintain physical integrity of collections by an ongoing program of preservation, repair and prevention, in conjunction with the Preservation Office.

10. Prepare exhibitions of rare book resources for the department.

11. Provide preliminary bibliographic research to answer mail and phone requests.

12. Ensure the implementation of policies governing the use and preservation of collections.

13. Train and supervise staff of the Access and Support Services Section.

14. Interview and register prospective readers to determine their qualifications and needs.

Key Working Relationships
1. Faculty and students of the University and other qualified individuals.
2. Columbiana Library.
3. Manuscript Department and Archives Resources and Reference Service Department.
4. General Reference Department.
5. Bibliographic Control Division.
6. Reprographic Services Department.
7. Library Technical Support Group, particularly Reprography, Preservation, and Gifts and Exchange.

Performance and Evaluative Criteria
1. Effectiveness of the local bibliographic records in providing needed information to readers.
2. Satisfaction of readers' needs.
3. Standard of preservation.

Reports
1. Statistical and evaluative reports as policy requires.
2. Report holdings to national union lists of rare book and book manuscript resources such as Pollard & Redgrave, DeRicci, Goff, etc.

RARE BOOK DEPARTMENT: ACCESS AND SUPPORT SERVICES

Principal Administrator: Assistant Librarian for Rare Books

Parent Unit: Office of the Librarian for Rare Books and Manuscripts

Role: To provide access to materials in the collections to qualified readers; to provide initial information regarding their use; to maintain and preserve materials.

Functions

1. Administer the use of materials.
2. Enforce the policies regarding the use of collections, services and facilities.
3. Enforce the policies regarding the security of the collections.
4. Interview and register prospective readers to determine their qualifications and needs.
5. Provide circulation, paging, shelving and security services.
6. Maintain permanent registration records of all readers of manuscript and non-book/non-manuscript materials and permanent circulation records of past use of manuscripts and non-book/non-manuscript materials.
7. Prepare library materials for use by bookplating, marking and other means.
8. Advise representatives of other institutions on the display, security and insurance for materials lent for exhibition.
9. Provide microfilm copies of book manuscripts for interlibrary loan to qualified readers.
10. Maintain constant and accurate paging and shelving of materials.
11. Pack and ship materials lent to other institutions for exhibition.
12. Provide advice to readers in person and by mail on the availability of photocopying; determine the suitability of materials to be photocopied; enforce the policies on photocopying of materials.
13. Receive, organize and preserve materials.
14. Deliver, unpack, sort, and arrange materials received in the department.
15. Provide supplies and equipment for the department.
16. Maintain upkeep of the department's physical plant.
17. Train and supervise staff.

Key Working Relationships

1. Faculty and students of the University and other qualified individuals.
2. Reprographic Services Department.
3. General Services Department.

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Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Protection of materials against mutilation and loss.
2. Reliability and speed of service to readers.
3. Satisfaction of readers' needs.

MANUSCRIPT DEPARTMENT: RESOURCE AND REFERENCE SERVICES

Principal Administrator: Assistant Librarian for Manuscripts

Parent Unit: Office of the Librarian for Rare Books and Manuscripts

Role: To develop, organize, preserve, maintain and provide reference service for a resource of manuscripts, collections of personal papers, archives, related printed materials and memorabilia to support the research needs of Columbia's faculty and graduate students and qualified individuals with primary source materials in the humanities and social sciences.

Objectives

1. Organize manuscripts, collections of personal papers, and archival resources for most effective use.
2. Create and maintain a bibliographic control apparatus permitting full use of these in the most economical and efficient manner.
3. Maintain consistency of bibliographic records.
4. Preserve these collections.
5. Make these resources available for use by the aid of specialized reference service.
6. Insure the proper handling of these materials by maintaining a secure reading room and stack area.

Functions

1. Develop, establish standards for and maintain processing and cataloging codes for manuscript, archival and non-book/non-manuscript materials such as pictures, photographs, stage sets, costumes and other memorabilia.
2. Originate and produce the following categories of bibliographic records:
    a. Description sheets for each collection.
    b. Cards for cataloged materials.
    c. Registers, calendars and other finding lists for arranged materials.
3. Process and catalog manuscripts, collections of personal papers, archives and oral history memoirs.
4. Assist readers in the interpretation of bibliographic records for collections.
5. Provide research advice regarding individual collections.
6. Provide advice on publication rights and ownership rights of manuscript and archival materials.
7. Provide lectures to graduate students on the use, bibliographic control and location of manuscript and archival resources.
8. Provide consultations with individual readers on specific research projects.

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9. Refer readers to manuscript resources in other repositories.

10. Provide reference service to facilitate the lending of materials for exhibition at other institutions.

11. Prepare exhibitions of manuscript and archival resources for the department.

12. Provide preliminary bibliographic research to answer mail and phone inquiries.

13. Interview and register prospective readers to determine their qualifications and needs.

14. Train and supervise staff of the Access and Support Section.

Key Working Relationships

1. Faculty and graduate students of the University and qualified visitors.
2. Columbiana Library.
3. Rare Book Department and Manuscript Research and Resource Services Department.
4. General Reference Department.
5. Reprographic Services Department.
6. Oral History Office.

Reports

1. Statistical and evaluative reports as policy requires.
2. Report holdings to national union lists of manuscript holdings such as NUCMUC and American Literary Manuscripts.

Performance and Evaluative Criteria

1. Effectiveness of the bibliographic records in providing needed information to readers.
2. Accuracy of bibliographic records produced.
3. Quantity of bibliographic records produced.
4. Time required to provide bibliographic control over materials received.
5. Satisfaction of readers' needs.

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MANUSCRIPT DEPARTMENT: ACCESS AND SUPPORT SERVICES

Principal Administrator: Assistant Librarian for Manuscripts

Parent Unit: Office of the Librarian for Rare Books and Manuscripts

Role: To provide access to materials in the collections to qualified readers; to provide initial information regarding their use; to organize and preserve materials.

Functions

1. Administer the use of materials.
2. Enforce the policies regarding the use of collections, services and facilities.
3. Enforce the policies regarding the security of the collections.
4. Provide circulation, paging, shelving and security procedures.
5. Maintain permanent registration records of all readers and permanent circulation records of past use.
6. Advise representatives of other institutions on the display, security and insurance for materials lent for exhibition.
7. Provide microfilm copies of manuscript and archival collections for interlibrary loan to qualified readers.
8. Maintain constant and accurate paging and shelving of materials.
9. Pack and ship materials lent to other institutions for exhibition.
10. Advise readers in person and by mail on the availability of photocopying; determine the suitability of materials to be photocopied; enforce the policies on photocopying of materials.
11. Receive, organize and preserve materials.
12. Deliver, unpack, sort and arrange materials received in the department.
13. Provide supplies and equipment for the department.
14. Maintain the upkeep of the department's physical plant.

Key Working Relationships

1. Faculty and graduate students of the University and qualified visitors.
2. Reprographic Services Department.
3. General Services Department.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Protection of materials against mutilation and loss.
2. Reliability and speed of service.
3. Satisfaction of readers' needs.
4. Quantity of materials organized for use.

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COLUMBIANA LIBRARY

Principal Administrator: Curator of Columbiana Library

Parent Unit: Office of the Librarian for Rare Books and Manuscripts

Role: To develop, maintain and preserve a resource of books, clippings, photographs, manuscripts and memorabilia which document the history and activities of the University; and to serve as a reference center for students, faculty, scholars, librarians, and administration in all matters pertaining to the University's history, events, teaching departments, graduating classes, alumni, publications, and all persons associated with the institution.

Objectives

1. Collect extensively in the areas of the history of the University and persons associated with it.
2. Provide library services and resources in the most efficient way possible to members of the University administration, student and faculty groups, alumni, and students and scholars working in the field.
3. Encourage cordial relations between the library and the academic community, visitors, members and officers of classes and alumni groups.

Functions

1. Interpret and enforce rules and regulations regarding library use.
2. Maintain the security of the collection.
3. Represent the interests of the Columbiana Library within the University Libraries.
4. Maintain easy access to the collections and assist in locating materials.
5. Select and acquire collection materials.
6. Accession all materials entering the Library.
7. Oversee clipping of the daily papers for Columbia-related materials; prepare materials for cataloging and binding; maintain the card catalog and other records of holdings; and maintain the vertical files of photographs, ephemera, records and memorabilia.
8. Answer reference questions in person and by telephone and mail.
9. Devise and install exhibitions of materials from the collections.
10. Catalog and preserve individual manuscripts relating to Columbia's history.

Key Working Relationships

1. University administrative offices.
2. Officers and members of classes and alumni groups.
3. Manuscript Department.
4. Rare Books Department.
5. Bibliographic Control Division.

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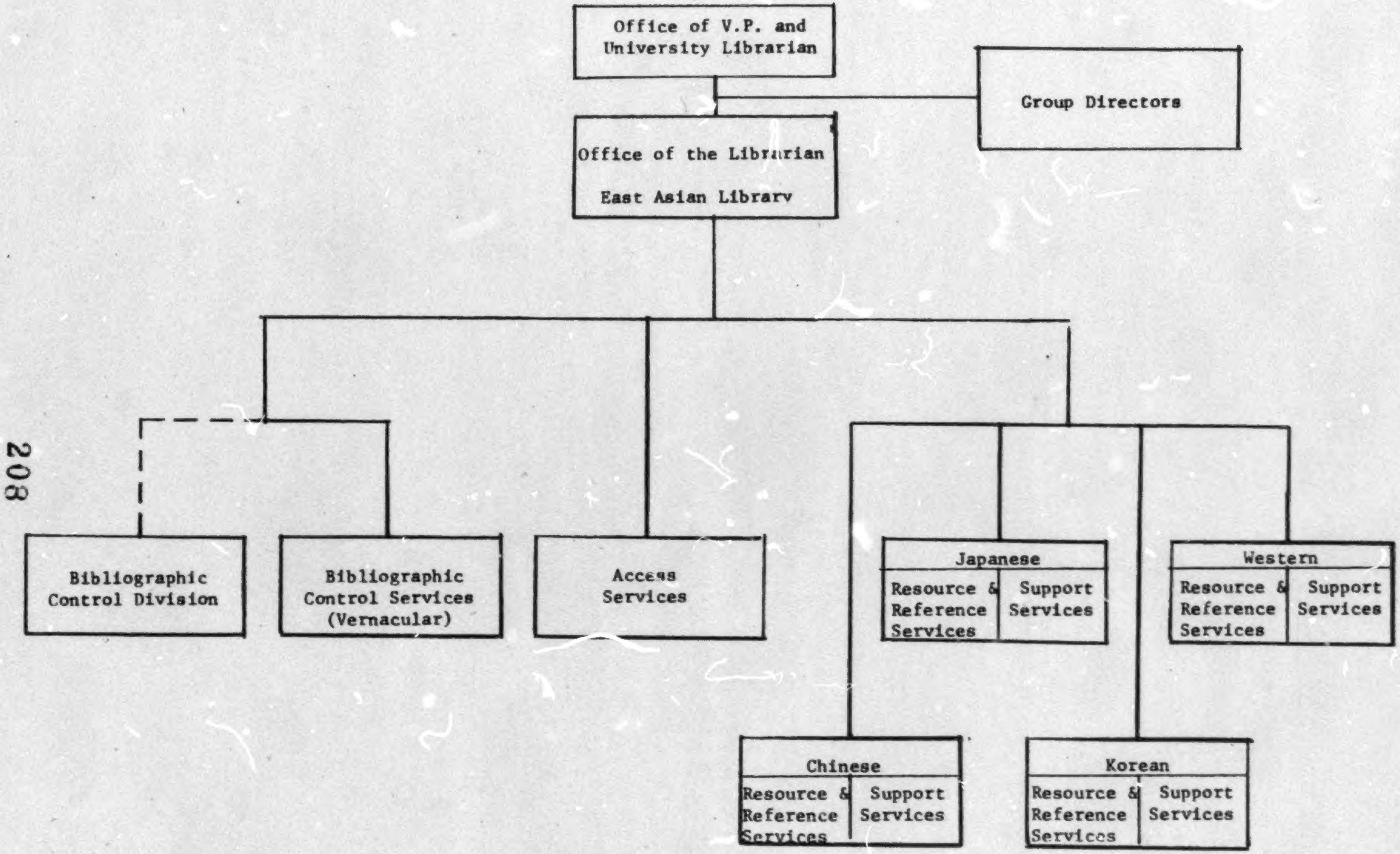
Reports

1. Statistical and evaluative reports as policy requires.
2. Annual report.

Performance and Evaluative Criteria

1. Effectiveness of access to materials.
2. Development of collections according to plans.
3. Condition and security of collections.
4. Quality of reference service.


Office of V.P. and University Librarian
Group Directors
Office of the Librarian East Asian Library
Bibliographic Control Division
Bibliographic Control Services (Vernacular)
Access Services
Japanese
Resource & Reference Services
Support Services
Western
Resource & Reference Services
Support Services
Chinese
Resource & Reference Services
Support Services
Korean
Resource & Reference Services
Support Services

COLUMBIA UNIVERSITY LIBRARIES

East Asian Library: Administrative Structure

3/27/75

EAST ASIAN LIBRARY

Principal Administrator: Librarian, East Asian Library

Parent Unit: Office of Vice President for Information Servicesand University Librarian

Objectives

1. Serve the University community as an undergraduate, graduate, and advanced research library in the following areas: Chinese, Japanese, and Korean materials relating broadly to the humanities and social sciences; western language materials relating to the above areas.

2. Serve the need of United States and international students and scholars in the areas of specialization of the East Asian Library.

3. Maintain coverage of relevant materials sufficient to support instructional programs and advanced graduate, post-doctoral, and faculty research.

OFFICE OF THE LIBRARIAN, EAST ASIAN LIBRARY

Principal Administrator: Librarian, East Asian Library

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: To exercise general executive responsibility for planning, organizing, staffing, and directing the East Asian Library

Functions

1. Formulate and ensure the implementation of policies and operating priorities in the context of the Libraries' general governing principles for service, collection development and bibliographic control, and the University's academic needs.

2. Recruit, select, and continually evaluate staff within the framework of the University Libraries' personnel policies.

3. Allocate and control the expenditure of East Asian Library funds in conjunction with the Director of the Library Resources Group and in conformity with Library budget procedures.

4. Represent the interests of the East Asian Library within the University Libraries, and to faculty, donors and benefactors, foundations, Asian academic, business, and governmental institutions, other East Asian libraries, etc.

5. Exercise stewardship over all property of the East Asian Library, including proper housing, preservation, and security.

6. Assure effective intra-library communication.

Key Working Relationships

1. Vice President for Information Services and University Librarian.
2. Directors of Services, Resources, and Support Groups and other distinctive collections within Columbia, and other East Asian libraries in the U.S.
3. Financial Services Office.
4. Library Personnel Office.
5. Faculty of the Department of East Asian Languages and Cultures and the East Asian Institute.
6. University Development Office.
7. Library Planning Office.
8. Governmental, academic, and institutional offices in East Asia.
9. Book dealers.

Reports

1. Statistical and evaluative reports as policy requires.
2. Annual report.

Performance and Evaluative Criteria

1. Growth and quality of East Asian resources and services.
2. Performance within budget allocation and income.
3. Level of staff satisfaction, performance, and professional development.
4. Extent of outside esteem and support.

3/27/75

BIBLIOGRAPHIC CONTROL SERVICES

(Vernacular: Chinese, Japanese, Korean)

Principal Administrator: Librarian, East Asian Library

Parent Unit: Office of the Librarian, East Asian Library

Role: To provide bibliographic control of monographic and serial publications and other forms of resources.

Objectives

1. Create and maintain an up-to-date bibliographic control apparatus which permits the full use of the library's resources in the most economical and efficient manner and which adheres strictly to Columbia University Libraries' cataloging standards.

2. Maintain control over items received or anticipated until formal bibliographic control is achieved.

3. Identify and process the most-needed materials as quickly as possible.

4. Contribute to Columbia University bibliographic control and regional and national access through the National Union Catalog and other tools.

Functions

1. Perform searching, authority work, descriptive cataloging, classification, subject heading assignment and card production for monographs, serials, and non-book materials, utilizing original cataloging, LC copy and modified copy.

2. Create bibliographic records for shelflists, public serial catalogs, public catalogs, including supporting catalog records (e.g. references, authority cards).

3. Provide professional assistance on bibliographic matters to faculty members, researchers, and other library users when requested.

4. Participate in decisions relating to the organization and preservation of the collection.

5. Provide high priority cataloging of materials requested by the library clientele.

6. Prepare materials for use and circulation, e.g. bookplating, lettering, bindery routine.

7. Maintain files of LC printed cards (title arrangement and corporate and personal name references).

8. Report currently cataloged materials to the Library of Congress and other regional and national programs.

Key Working Relationships

1. Bibliographic Control Division
2. Access Services (East Asian Library)

3/27/75

3. Resource and Reference Services (East Asian Library).
4. Card Production, Columbia University Libraries.
5. Binding Department, Columbia University Libraries.

Reports

1. Monthly statistical records for internal reference and control.
2. Growth of collections report.
3. Annual statistical reports for incorporation into the East Asian Librarian's annual report.

Performance and Evaluation Criteria

1. Effectiveness and consistency of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with LC practices and established rules of cataloging of the Columbia University Bibliographic Control Division.
3. Quantity and accuracy of bibliographic records produced for materials processed.

RESOURCES AND REFERENCE SERVICES

Chinese, Japanese, Korean and Western Language Sections

Principal Administrator: Head of Section

Parent Unit: Office of the Librarian, East Asian Library

Role: Develop, preserve and maintain the collection of the library and provide reference services that utilize the library resources effectively.

Objectives

1. Develop the resources of the library for support of present and future research and curricular needs of the University.

2. Provide reference services for the library clientele to promote effective and creative use of the resources.

3. Create an environment for and a tradition of good service among the staff.

Functions

1. Evaluate and redefine and implement collection policy, as necessary, to support, further, and integrate the instructional and research support objectives of the East Asian Library with overall library goals, in conjunction with the Director, Resources Group.

2. Develop, maintain, and encourage exchange relationships with institutions and government bodies in the Far East in order to acquire materials, especially those difficult to obtain. (vernacular sections)

3. Develop, in conjunction with the Preservation Office, an ongoing program to maintain the physical integrity of the collection through preservation, repair, and conservation.

4. Participate in programs that advance local, regional and national goals of bibliographic standardization.

5. Devise and install exhibitions of materials from the collections.

6. Advise and provide reference service for library resources to users, personal and institutional, in person, by telephone, and by mail.

Key Working Relationships

1. Faculty and students of the University, qualified visitors, other institutions, and organizations within and outside the University.
2. Access services and other intramural library departments.
3. Bibliographic Control Services, East Asian Library.

Reports

Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. Satisfaction of readers' needs.
2. Quality of reference service.
3. Development of the collection as planned.
4. Physical condition of collections.

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SUPPORT SERVICES

Chinese, Japanese, Korean, and Western Language Sections

Principal Administrator: Head of Section

Parent Unit: Office of the Librarian, East Asian Library

Role: To provide acquisitions and other processing services for library materials in support of the objectives of the library.

Objectives
1. Support the process of collection development through the preparation and maintenance of acquisitions and disposal records.

2. Facilitate bibliographic control over ordered and received materials by keeping records before permanent bibliographic control is achieved (ordering and invoicing), and by providing clerical support for the cataloging process.

3. Receive and process new library materials and implement the preservation program for deteriorated materials so as to achieve the best possible physical standard.

Functions
1. Process and maintain order, invoice and payment records for acquisitions and binding. (vernacular sections)

2. Monitor requests for materials to prevent unwanted duplication and unnecessary expenditures.

3. Maintain card catalog.

4. Create, maintain and make accessible other records of documents, serials and monographs acquired as well as those being discarded or disposed of.

5. Receive, organize and prepare all new materials for regular or restricted library use.

6. Prepare material for cataloging and receive cataloging records (Western language).

7. Maintain information about materials currently available by purchase, gift, or exchange.

Key Working Relationships
1. Acquisitions Department
2. Bibliographic Control Division
3. Bibliographic Control Services (vernacular)
4. Preservation Department

Reports
Growth of collections report (Western languages)

Performance and Evaluative Criteria
1. Accuracy and staff accessibility of records.
2. Efficient processing of incoming materials.

ACCESS SERVICES

Principal Administrator: Head, Access Services

Parent Unit: Office of the Librarian, East Asian Library

Role: To provide access to materials in the four collections to qualified readers; to provide information regarding their use.

Objectives

1. Aid clientele in making the best possible use of library resources and services.
2. Maintain an atmosphere conducive to study and research.
3. Deliver materials promptly and efficiently.
4. Create an environment and tradition of good service among the staff.
5. Encourage new ideas for improving service to patrons.

Functions

1. Administer the use of materials.
2. Enforce the policies regarding the use of the collections, services and facilities.
3. Enforce the policies regarding the security of the collections.
4. Provide circulation, shelving and searching services.
5. Maintain necessary records and statistics in connection with these services.
6. Participate in library-wide training programs for staff.
7. Administer the organization of and the use of the Reserve Collection.
8. Assure effective maintenance of the East Asian Library's physical facilities.
9. Issue library permits in accordance with established policies.
10. Develop and maintain up-to-date library use procedure and policy manuals for readers and staff.
11. Provide information of a general introductory nature to readers through lectures, tours, etc.
12. Search and retrieve requested interlibrary loan and photo services materials.
13. Do inventory of the collection regularly, with the assistance of the vernacular language specialists.
14. Act as liason between readers and other departments of the Libraries.

15. Order and distribute library supplies and handle mail for the East Asian Library.

Key Working Relationships

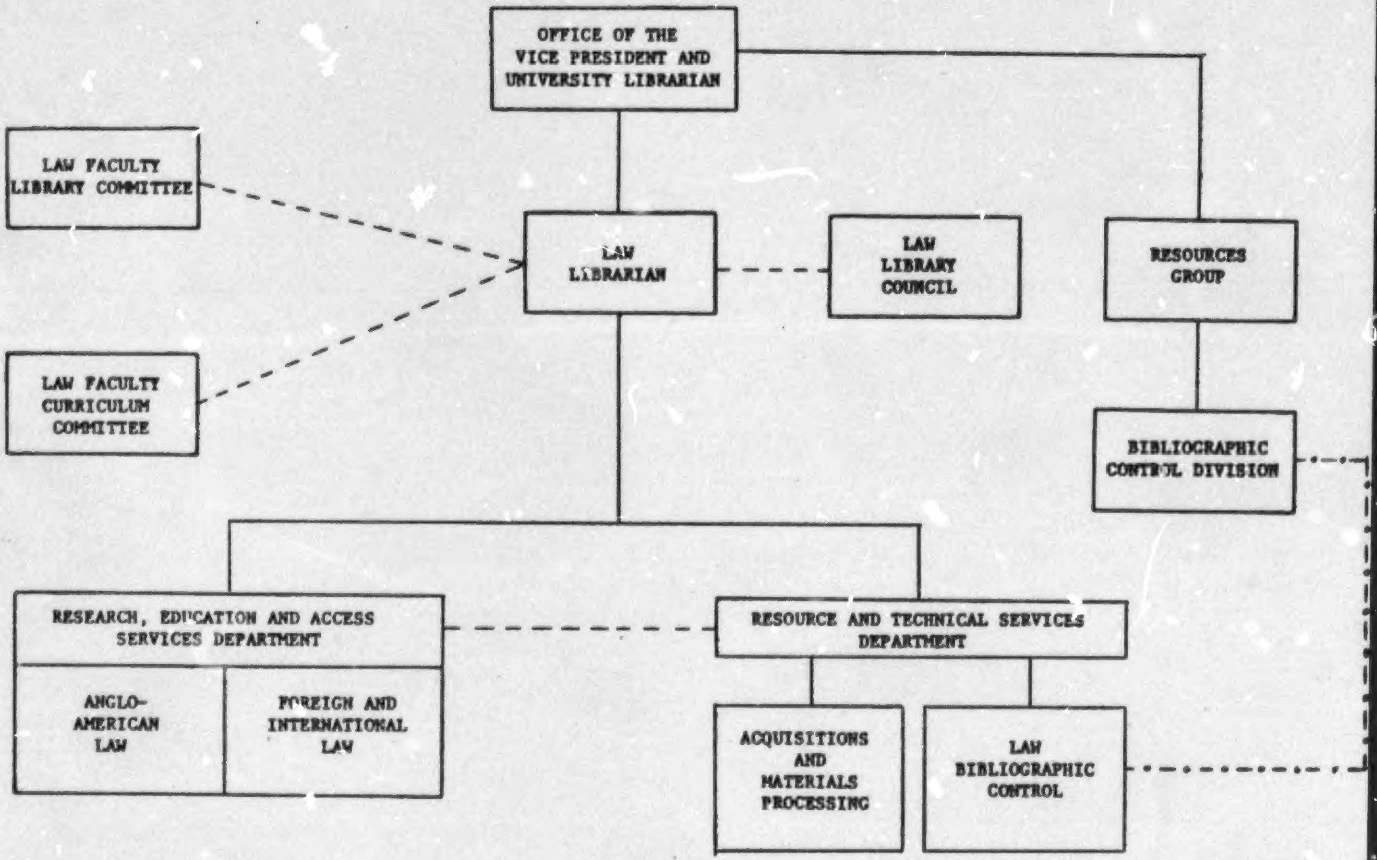
1. Faculty and students of the University and other qualified individuals.
2. Heads of all vernacular sections in the East Asian Library.
3. Director of Library Services Group.
4. General Services Department.
5. Buildings and Grounds.
6. General Reference Department.
7. Interlibrary Loan Department.

Reports

1. Circulation report.
2. Annual report.
3. Statistical and evaluative reports as policy requires.

Performance and Evaluative Criteria

1. User satisfaction.
2. Reliability and speed of service to readers.
3. Staff attitudes and development.
4. Protection of materials against loss or damage.
5. Physical condition of facilities.


OFFICE OF THE VICE PRESIDENT AND UNIVERSITY LIBRARIAN
LAW FACULTY LIBRARY COMMITTEE
LAW LIBRARIAN
LAW LIBRARY COUNCIL
RESOURCES GROUP
LAW FACULTY CURRICULUM COMMITTEE
BIBLIOGRAPHIC CONTROL DIVISION
RESEARCH, EDUCATION AND ACCESS SERVICES DEPARTMENT
ANGLO-AMERICAN LAW
FOREIGN AND INTERNATIONAL LAW
RESOURCE AND TECHNICAL SERVICES DEPARTMENT
ACQUISITIONS AND MATERIALS PROCESSING
LAW BIBLIOGRAPHIC CONTROL

NOTES:

- - - - -: indicates working relationships

-.-.-.-: indicates a working relationship as described in the attached departmental descriptions, with Columbia Law Library Bibliographic Control adhering to Columbia University Libraries cataloging policy and quality and participating and cooperating with the University Libraries Bibliographic Control Division in the formulation of cataloging policy.

COLUMBIA UNIVERSITY LIBRARIES

LAW LIBRARY: ADMINISTRATIVE STRUCTURE

LAW LIBRARY

Principal Administrator. Law Librarian

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: At a high level of excellence and in compliance with accreditation requirements of the American Bar Association and the Association of American Law Schools: to provide library materials, services and systems (including the development of computer-based systems) to support instruction and research in the Columbia Law School; to serve as a repository for the preservation and servicing of a distinctive collection of current and retrospective legal source materials serving a national and international community of scholars; to perform a key educational function in the Law School; instructing students in research in law and law-related sources, anticipating the instructional and research needs of the Columbia Law school and creating both collections and systems of service (including development of computer-based systems) that will facilitate Columbia law faculty curricular planning and development on a continuing basis; assisting Columbia Law students and law faculty to locate and utilize law-related materials in other disciplines whose unfamiliar sources, search tools, language and conceptual frameworks frequently create a need for specialized library assistance to permit effective access to these materials by law teachers and law students.

Objectives

1. To acquire, maintain, enhance, and properly preserve the collections of all types of materials required to perform the Law Library's role.

2. To recruit, train and retain qualified full-time staff of all types and in sufficient numbers as required to perform the Law Library's role.

3. To create, maintain and continuously improve systems of bibliographic control and other necessary library systems required to perform the Law Library's role.

4. To maintain and secure physical space, accommodations, equipment and supplies required to perform the Law Library's role.

5. To secure continuing provision of assured financial support at the level necessary to ensure high quality performance of the Law Library's role.

6. To create and maintain a planning capacity to generate continuing adjustments to change designed to ensure high-quality performance of the Law Library's role at all times.

7. To develop and implement policies and procedures within the framework of Columbia University Libraries policies to ensure realization of the benefits, both economic and scholarly, of a closely coordinated University Library system and full utilization of these benefits in the performance of the Law Library's role.

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Functions
(see unit role above) (to carry out the above objectives)

Key Working Relationships
1. Columbia University Libraries administration and all components of this system.
2. Administration and faculty of the Law School.
3. Other law libraries of all types.
4. Other academic institutions, libraries, special libraries, government agencies, professional groups, consortia and funding agencies.

Reports
Statistical and narrative reports as required.

Performance and Evaluative Criteria
1. Responsiveness to University academic plans and activities.
2. Effectiveness of utilization and maintenance of Law Library resources of all kinds.
3. Quality and growth of Law School Library collections, information resources services, and systems.
4. User satisfaction.
5. Performance within budget allocations and income.
6. Ability to anticipate and perform all functions required by the Law Library's role and to anticipate and secure in a timely fashion all resources needed to perform this role.
7. Staff satisfaction.
8. Successful recruiting of qualified staff.
9. Level of outside esteem and support.

OFFICE OF THE LAW LIBRARIAN

Principal Administrator: Law Librarian

Parent Unit: Office of the Vice President for Information Services and University Librarian

Role: To exercise general executive responsibility for planning, organizing, staffing, directing and controlling the Columbia University Law Library and relating it to the Columbia University Libraries and to the needs of its law faculty, law students and other users.

Objectives

1. Broadly formulate and assure the implementation of effective library programs and systems in support of the Library's role and objectives.

2. Direct and supervise development and maintenance of the Law Library's collections in ways consistent with the Library's role and objectives and with the policies of the University Libraries.

3. Assure the effective use of library resources of all kinds in the achievement of library objectives.

4. Create an environment for and a tradition of good service.

5. Recruit and effectively train and utilize qualified staff within policies and procedures of the University Libraries.

6. Bring the skills and experience of staff members into the planning and decision-making process; and establish a planning process designed to anticipate future needs and ensure achievement of the Library's goals.

7. Secure financial resources adequate to support the Library's program and permit it to perform its role in the University; and assure the most cost-effective and responsible use of these resources.

8. Obtain support from sources outside the University.

9. Establish effective working relationships within the University Libraries, within the University, and with outside institutions and individuals.

Functions

1. Maintain the Library as an integral part of the Law School's professional educational effort and to this end cooperate with other members of the law faculty in curricular planning involving library resources.

2. In conjunction with the University Librarian and the Law School Dean and the faculty of the Law School, ensure that the Law Library complies fully with the accreditation Standards of the American Bar Association and the Requirements of the Association of American Law Schools.

3. Organize, control and evaluate the Law Library's systems and programs and establish operating priorities and rules as required (all to be performed in ways designed to support the Library's role and to achieve its objectives).

4. Direct and supervise the development and maintenance of the Library's col-

lections in all media, enhancing the level of excellence of these collections in the most cost-efficient manner possible.

5. Participate in recruiting, selecting and training staff. For catalogers this should be done jointly with the Bibliographic Control Division.

6. Recommend budget allocations for the Law Library, assemble and provide supporting data for these recommendations, and control funds so allocated.

7. Exercise stewardship over the physical plant and all property of the Law Library.

8. Direct and participate in continuous review and study of the needs and conditions of Law Library resources of all kinds.

9. Represent the University Libraries and the Law Library in matters pertaining to the Law Library and its services and resources.

10. Evaluate staff in conjunction with heads of departments. For catalogers this should be done jointly with the Bibliographic Control Division.

11. Provide instruction to law students in effective utilization of legal source materials and law-related materials.

12. In conjunction with the Law Library staff assist the law faculty to keep informed of changes in the law relating to their fields of expertise.

13. Actively participate in fund-raising activities.

Key Working Relationships
1. Columbia University Libraries administration and all components of its system.
2. Administration and faculty of the Law School.
3. Law Faculty Library Committee.
4. Subject specialists selecting materials in foreign law.
5. Other law libraries of all types.
6. Other academic institutions, professional associations, academic libraries, special libraries, government agencies, consortia and funding agencies.

Reports
Statistical and narrative reports as required.

Performance and Evaluative Criteria
1. Quality, improvement and growth of Law Library information resources, services, and systems.
2. Responsiveness to University and Law School plans and activities.
3. Law faculty satisfaction with assistance through curricular and course-related services and with assistance to faculty research.
4. General Law Library user satisfaction.
5. Effectiveness of utilization and maintenance of Law Library resources of all kinds.
6. Ability to anticipate and generate a capacity on the part of the library and its staff to perform all functions required by the Law Library's role and to anticipate and secure in timely fashion all resources needed to perform this role.
7. Performance within budget allocations and income.
8. Successful recruiting of qualified staff.
9. Law Library staff satisfaction.
10. Level of outside esteem and support.

LAW LIBRARY COUNCIL

Principal Administrator: Chairman, Law Library Council

Parent Unit: Office of the Law Librarian

Role: To ensure the participation of the Law Library staff in establishing the policies, goals, priorities and activities of the Law Library.

Objectives

1. Provide professional advice and recommendations to the Law Librarian.
2. Provide an effective mechanism for the study and solution of Law Library problems.
3. Bring the skills and experience of the Law Library staff members into the planning and decision-making process.
4. Aid the staff in keeping aware of new developmentsin librarianship.
5. Provide a mechanism to foster communication among the Law Library staff.

Functions

1. Study and discuss Law Library problems.
2. Identify and discuss matters of professional interest.
3. Make recommendations for action to the Law Librarian.
4. Maintain communication with Law Library staff.

Key Working Relationships

Other Law Library staff.

Reports

None.

Performance and Evaluative Criteria

1. Effectiveness of Library Council.
2. Soundness of recommendations.
3. Scope of staff participation.

RESEARCH, EDUCATION, AND ACCESS SERVICES DEPARTMENT

Principal Administrator: Head, Research, Education and Access Services Department

Parent Unit: Office of the Law Librarian

Role: To facilitate and participate in the integration of library resources and services into the daily research, publishing, education and public service activities of the Law School; to assist in the rational development of the Law Library's collections; to provide a wide range of legal reference services in Anglo-American, foreign, comparative, international and other types of law; to provide legal reference service to the Columbia University scholarly community and in selected instances to the national and international scholarly community, all in ways that support and further the Library's role and objectives.

Objectives

1. Provide reference service needed to law faculty and law students and the Columbia University community in connection with all types of legal research.

2. Instruct law students in basic legal research skills in connection with legal and law-related source materials of all kinds.

3 Ensure that the resources of the Law Library are available to Law Library patrons when needed at all times, promptly, efficiently and courteously, and cooperate with the Resources and Technical Services Department of the Law Library to ensure that these materials are properly preserved.

4. Encourage the development of machine-based legal information retrieval systems and full utilization of currently available relevant audio-visual source materials.

5. Provide specialized systems, organization, supervision and assistance required to access and utilize the Law Library's distinctive collections in Anglo-American, foreign, comparative and international law and its rare legal source materials.

6. Introduce Law Library patrons to needed resources elsewhere in the University Libraries, in the Research Libraries Group, or in other libraries in the metropolitan New York area.

7. In conjunction with the Law Library's Bibliographic Control Division develop solutions to those bibliographic control problems requiring formal law training and specialized knowledge of the law, law practice, or legal scholarship and teaching.

8. Participate in Law Library collection development and encourage cooperative resource building among law libraries on the local, regional and national levels.

9. Ensure that professional and clerical staff in the Education and Research Services Department are systematically, regularly and properly trained to perform their assigned duties.

10. Develop a capacity to create legal research, reference and related education aids needed both by the Columbia Law School community and by the legal profession.

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11. Create an environment for and a tradition of good service, encouraging the development of new ideas and methodologies for improved service.

Functions

1. Assist law faculty and law students to identify and locate legal and law-related materials needed for research, instruction, learning, writing and publishing; provide library consultation on specific research projects.

2. Plan and provide through on-going reference service -- which may be rendered in conjunction with circulation functions and, when required, in formal classroom presentation or in computer-aided programmed learning -- instruction to law students in basic legal research skills with legal and law-related source materials of all kinds.

3. Plan, organize, control and direct the Law Library's open stack and reserve circulation functions and systems and ensure that the Law Library's resources, both circulating and non-circulating, are available to patrons when needed, that the circulation systems are effective, that patrons get prompt and effective assistance in locating materials, and that all materials and collections are properly housed and preserved.

4. Plan and direct the Law Library's utilization of machine-based legal information retrieval systems and currently available relevant audio-visual source materials.

5. Assist library users in the interpretation of bibliographic records and in the use of the collections.

6. Assist Law Library patrons to identify and utilize resources needed from the Library's distinctive collections and collections of rare legal source materials.

7. Develop and maintain the reference collection.

8. Assist in budget preparation for the Law Library.

9. Monitor utilization of G.A. hours and ensure performance within budgetary allocations.

10. Assist Law Library patrons to gain access to needed resources elsewhere in the University Libraries, in the Research Libraries Group, or in other libraries in the metropolitan New York area.

11. Assist the Law Library Bibliographic Control Division to solve bibliographic control problems requiring formal law training and specialized knowledge of the law, law practice, or legal scholarship and teaching.

12. Make recommendations to the Law Librarian regarding materials of all types required in the collection to support the proper development of the collection and research and instruction in the Law School.

13. Design, prepare and present training programs for the professional and clerical staff in the department to ensure a high quality of job performance in all positions.

14. Develop and disseminate library instructional aids, and provide instruction in the use of library resources.

15. Plan, whenever possible, reference, research support, and student education and services work in such a way that it will be in a form and of a quality that will make duplication and wider distribution and utilization appropriate.

16. Supervise both the borrowing and lending aspects of interlibrary loan operation.

17. Establish and enforce policies regarding library services, collections and facilities consistent with the needs of the law faculty and students and with those of the University Libraries.

Key Working Relationships

1. Columbia Law School faculty.
2. Columbia Law School students.
3. Resource and Technical Services Department.
4. Academic community.
5. Other law libraries.
6. Columbia University Libraries Services Group.

Reports

Statistical and narrative reports as required.

Performance and Evaluative Criteria

1. Satisfaction of Columbia Law School Faculty's needs for information and research services and materials.
2. Satisfaction of Columbia Law School students' information, educational and research needs.
3. Development of successful service programs.
4. Security of the collections.
5. Capacity to provide requested library materials to Law faculty and students and other library patrons at the time these materials are needed.

RESOURCES AND TECHNICAL SERVICES DEPARTMENT

Principal Administrator: Head, Resources and Technical Services Department

Parent Unit: Office of the Law Librarian

Role: To initiate and coordinate the development, organization and bibliographic control of collections, and to provide record keeping functions for acquisitions and catalog processing in conjunction with the Law Librarian, Law faculty and special subject bibliographers, all in ways that support and further the Library's role and objectives.

Objectives

1. Develop and implement collection policies which will support the instructional and research activities of the Law School, maintain the quality of the distinctive Columbia University Law Library collection, and ensure fiscal responsibility.

2. Identify appropriate sources of gifts to the Law Library and coordinate procedures for the receipt, acknowledgement and processing of gifts of any and all kinds of materials.

3. Create and maintain an effective and economical bibliographic control apparatus to aid users in the identification and location of Law Library resources and which adheres to Columbia University Libraries cataloging policy and quality.

4. Assure collection integrity through effective preservation and replacement programs.

5. Protect unique or rare materials against physical deterioration through effective conservation programs which are reasonable in relation to the Law School's instruction and research programs.

6. Identify potential operating improvements which will contribute to more efficient performance of the Law Library's role.

7. Enhance the service and reference capability of the library by participating with the Education and Research Services Department in planning and providing advanced information services.

Functions

1. Coordinate the selection and select all Law Library materials in conjunction with the Law Librarian, Law faculty members, subject specialists in the Education and Research Services Department, specialized subject bibliographers, and the Research LibrariesGroup Collection Development Committee in the context of the research and instructional program of the Law School, the distinctive strengths of the Law Library and the broad collecting goals of the Columbia University Libraries.

2. Monitor expenditures, supervise approval of invoices for payment and ensure fiscal responsibility.

3. Assist in budget preparation for the Law Library.

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4. Identify materials requiring replacement in microform, determine the most cost-effective way to make the conversion, and arrange for the conversion, select and prepare justifications for the necessary equipment.

5. Create records to effect bibliographic control over Law Library materials from order creation until shelving, within cataloging policy and quality of the University Libraries.

6. Implement improved systems and procedures for accomplishing the work of the department.

7. Plan, direct, and coordinate material handling and record keeping for the Library's preservation and conservation programs, and ensure these are reasonable in relation to the Law School's instruction and research programs.

8. Work with staff in the Education and Research Services Department in planning and providing advance information services.

Key Working Relationships

1. Office of the Law Librarian
2. Law Faculty
3. Specialized subject bibliographers
4. Bibliographic Control Division
5. Library Technical Support Group
6. Education/Research Services Department
7. Research Libraries Group Collection Development Committee

Reports

Statistical, financial and narrative reports as required.

Performance and Evaluative Criteria

1. Effectiveness and quality of collection development and of coordination with others participating in the Law Library's collection building process.
2. Effectiveness, timeliness, and quality of bibliographic control records in meeting user needs.
3. Cost-effectiveness of the Library's acquisitions and bibliographic control processes while meeting the Library's quality and collection policy standards.
4. Effectiveness of preservation efforts in relation to established Law Library guidelines and to budgetary constraints.

LAW ACQUISITIONS AND MATERIALS PROCESSING SECTION

Principal Administrator: Head, Law Acquisitions and Materials Processing Section

Parent Unit: Law Library Resources and Technical Services Department

Role: To implement Law Library collection, preservation and conservation policy by providing routine bibliographic searching, record creation and maintenance services in support of the ordering and receiving of all law materials; accepting, acknowledging and processing gifts; and by providing physical processing, filing, bindery preparation, other preservation and conservation functions, claiming and participating in controlling work flow.

Objectives

1. Contribute to cost-effective collection development by planning and implementing cost-effective systems for ordering, processing, and maintaining all Law Library materials.

2. Ensure proper receipt and acknowledgement of gifts and disposition of unwanted duplicates.

3. Ensure bibliographic control over all currently ordered materials in process or those received as gifts through accurate and current record keeping.

4. Ensure rapid recording, processing, filing, binding (when appropriate) of all newly received law materials.

5. Ensure prompt claiming of all serials and continuations at appropriate times.

6. Ensure effective bibliographic control over serials and continuations through timely record creation and maintenance and through check-in and claiming procedures.

7. Ensure the proper physical maintenance of the collection and prevent collection deterioration and erosion by identifying materials in need of preservation and by planning and implementing effective preservation programs.

8. Contribute to effective reader service by monitoring publisher and dealer performance and library order systems so that the time between Law Library order and receipt is minimized.

9. Effect cost savings in record keeping and material processing activities by continually reviewing and improving procedures.

Functions

1. Receive and promptly record and process all Law Library materials.

2. Perform bibliographic searching and prepare orders and other necessary acquisitions records for Law Library materials.

3. Prepare and issue timely claims for unreceived items.

4. Maintain records of material on order and received.

5. Select and organize material for binding or other means of preservation, ef-

fectuate preservation and conservation, and maintain all necessary records.

6. Process and approve invoices for payment.

7. Assist in monitoring publisher, dealer and library order systems performance and in planning more cost-effective law acquisitions systems.

8. Implement microform conversion programs involving either filming materials or purchasing microformat items as replacements.

Key Working Relationships

1. Head, Resources and Technical Services Department
2. Education and Research Services Department
3. Law Bibliographic Control Section
4. Law Faculty
5. Special subject bibliographers
6. University Libraries Book Acquisitions Department
7. Data Control Department
8. Preservation Department

Performance and Evaluative Criteria

1. Effectiveness in ensuring timely receipt, proper recording and processing of all Law Library materials.
2. Promptness and accuracy in placing orders and in responding to order requests.
3. Effectiveness in ensuring prompt and complete delivery of materials ordered.
4. Effectiveness of and financial savings realized from improved systems of acquisition.
5. Cost-effectiveness of preservation activities.
6. Accuracy in the maintenance of bibliographic control before cataloging.

LAW BIBLIOGRAPHIC CONTROL SECTION

Principal Administrator: Head, Law Bibliographic Control Division

Parent Unit: Resource and Technical Services Department

Role: To provide organization and bibliographic control of the Law Library's resources.

Objectives

1. Maintain and improve systems of bibliographic control and bibliographic records which permit the full use of the Library's resources in the most economical and efficient manner and which adhere to Columbia University Libraries cataloging policy and quality.

2. Participate with and cooperate with the University Libraries Bibliographic Control Division in the formulation of cataloging policy.

3. Assist in maintaining process control over items ordered until formal bibliographic control is achieved.

4. Identify and process the most-needed materials as quickly as possible and achieve and maintain up-to-date bibliographic control of all Law Library materials.

5. Cooperate with and assist the Law Librarian, the Head, Resource and Technical Services Department and the Law Library's Education and Research Services Department in evaluating and making the most effective use of the Library's systems of bibliographic control and of its bibliographic records.

Functions

1. Create, secure and update bibliographic records for monographs, serials, documents and non-book materials, utilizing original cataloging, copy and modified copy. This includes searching, subject headings, descriptive cataloging and authority work for newly acquired titles, titles requiring transfer, reclassification and recataloging. "Bibliographic records" includes shelflists, public serial catalogs, public catalogs, and also the bibliographic apparatus supporting catalog records (e.g. history cards, references, authority cards).

2. Maintain quality control in the creation and maintenance of bibliographic records in card processing, editing and filing consistent with and governed by the policies of the Columbia University Libraries Bibliographic Control Division.

3. Assist in the designation of priorities for cataloging materials in order to forward the most needed materials as quickly as possible to Law Library clientele.

4. Assist in budget preparation for the operation of the Law Library.

5. Participate in decisions relating to the organization and preservation of the collection.

6. Participate in planning uses of computer technology in the Columbia University Libraries generally and within the Bibliographic Control Division specifically.

7. Provide professional assistance on bibliographic matters to faculty members, researchers, and other library users when requested.

8. Provide professional assistance in evaluating and utilizing the Library's records and systems of bibliographic control to the Law Librarian, the Resource and Technical Services Department and the Education and Research Services Departments.

Key Working Relationships

1. Resource and Technical Services Department.
2. Education/Research Services Department.
3. Faculty researchers and students in the Law School.
4. Bibliographic Control Division, Columbia University Libraries.
5. Systems Office, Columbia University Libraries.
6. Card Production Department, Columbia University Libraries.
7. Reference Department, Butler Library.

Reports

1. Periodic reports as required by the Head, Resource and Technical Services Department, the Law Librarian, and by the Bibliographic Control Division, Columbia University Libraries.
2. Statistical and narrative reports as needed.

Performance and Evaluative Criteria

1. Effectiveness of the bibliographic records in providing needed information to their users.
2. Accuracy of records, including close conformity with Library of Congress practices and established rules of cataloging of the Columbia University Libraries Bibliographic Control Division.
3. Time required to provide bibliographic control over materials received in the Law Cataloging Department.
4. Quantity of bibliographic records produced, materials processed and achievement of currency.